July 23, 1990

FINAL REPORT

AN EVALUATION STUDY OF THE ORGANIZATIONAL STRUCTURE OF COMMUNICATIONS AT ENVIRONMENT CANADA

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EXECUTIVE SUMMARY

The structure of communications in Environment Canada has evolved over the years from a fairly decentralized to centralized organization. Given the shifts in public opinion concerning the environment, the introduction of the department's Green Plan and the federal government's new Communications Policy (Chapter 480), it was felt that a review of the organization of communications would be timely.

While the scope of the evaluation focused on the organization of the Communications Directorate at the Corporate, Service and Regional levels, it also included a limited examination of formal and informal communications-related resources throughout the department that do not have a reporting relationship to Communications. The study concentrated on external communications as opposed to internal communications.

In carrying out this study, approximately 80 interviews with departmental managers and staff in HQ, as well as every region were conducted. These interviews were supplemented with information received through 55 surveys completed by individuals who are formally and informally involved in communications. To increase the consultants' appreciation of communications processes in the department, all available communications procedures were reviewed. Finally, an examination of communications at Transport, INAC and EMR was made to assess organization structure, resourcing levels and reporting relationships.

While the scope of the study did not include an evaluation of the effectiveness of Environment Canada's communications, it is not possible to evaluate the organization of communications without taking into consideration how effectiveness is influenced by organization. The reader is reminded that any reference to effectiveness is generally based on the attitudes and opinions of the respondents, and is therefore not a true assessment of the effectiveness of the department's communications.

Overall, it was found that the effectiveness of the department's communications efforts was impacted in part by the organization of communications. There were numerous examples of communications outputs being produced outside of the Communications Directorate that were not economic, were duplications of other efforts, contained contradictory messages or were of questionable quality.

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The fact that program managers frequently (and sometimes constantly) felt it necessary to undertake communications functions themselves, or to seek this service elsewhere is not solely the consequence of an ineffective organization. It is also very much the result of a poor understanding of the roles and responsibilities respecting communications.

It is felt that undertaking a combination of a refinement of and agreement on communications mandate, accompanied by new communications systems and procedures, would position the department to maximize the effectiveness of its communications and meet emerging challenges.

To assist in the clarification of the roles and responsibilities for communications throughout the department, as well as within the Communications Directorate, it is recommended that all of the Directors of Communications and the DG hold a corporate development retreat that will serve to review and clarify any potential ambiguities in roles and responsibilities and to delineate a new mandate for the communications function at Environment Canada. The results of this effort would be reviewed by the department's Executive Management Committee and incorporated into a new Communications Policy and Procedures Manual for the department that should be developed.

The outcome of a refined communications mandate and the decisions stemming from emerging challenges such as the Green Plan would lay the groundwork for the necessity and nature of any possible future organizational changes for communications throughout the department. Notwithstanding this, it is recommended that some organizational changes within the Communications Directorate at HQ take place immediately.

Figure I presents a Functional Organization Structure for the Communications Directorate. The major change with this structure would be that the Director General, Communications would have five Directors reporting to him thus making his span of control more manageable.

Figure II represents three organizational options for communications within Environment Canada. These three options should be reviewed and decided on only after the direction of the department is finalized and the mandate, roles and responsibilities for communications delineated. The options range from status quo to a greatly decentralized model with the Communications Directorate maintaining a strong functional direction role for non-corporate communications.

One last set of options that could be considered would be changing the reporting relationship of the DG Communications. However, as in the case of the options associated with the centralization or decentralization of the communications function, it is recommended that consideration not be given to changing this reporting relationship until after the department's direction becomes clearer with

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respect to the Green Plan and other considerations such as a Central Agency for the Environment. Instead of the status quo reporting relationship to the Deputy Minister, for example, Communications could become part of the Corporate Policy Group (or Corporate Policy and Communications Group). Another option could be elevating the position of the DG of Communications to an ADM of Communications and Consultations or Communications and Public Education. As outlined in the body of the report, the most logical option at this time is the status quo.

It must be underlined that these are all options which can only be assessed in light of a refined communications mandate which is supported by clearly defined roles and responsibilities, as well as systems and procedures. As well, the decisions which will emerge from the Green Plan will ultimately influence the directions taken in the organizational structure for communications in the department.

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FIGURE I

DEPARTMENTAL COMMUNICATIONS ORGANIZATION OPTIONS

FIGURE 4-I
OPTION 1 STATUS QUO

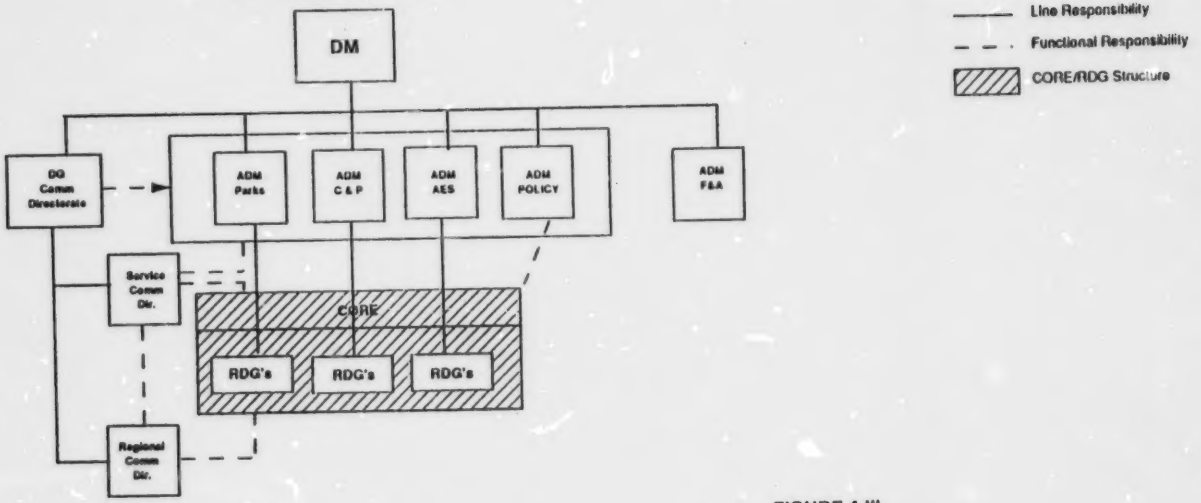

FIGURE 4-II
OPTION II Service Alignment

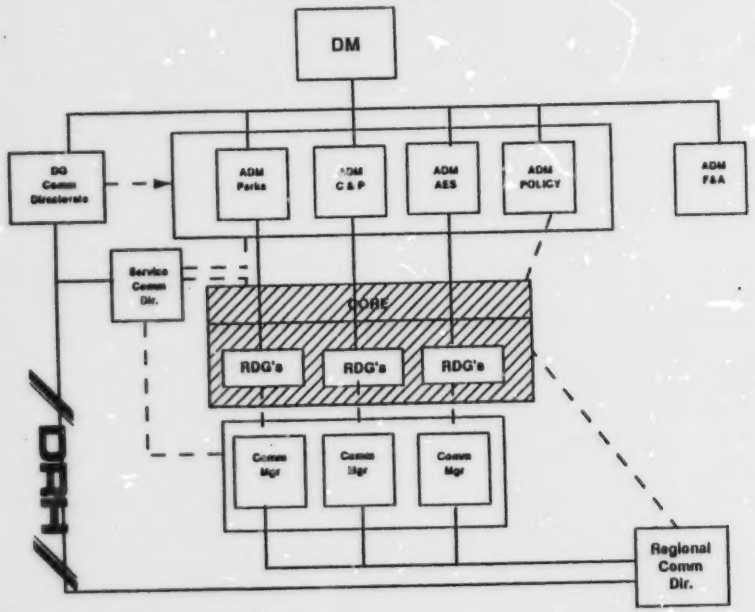

FIGURE 4-III
OPTION III Decentralization

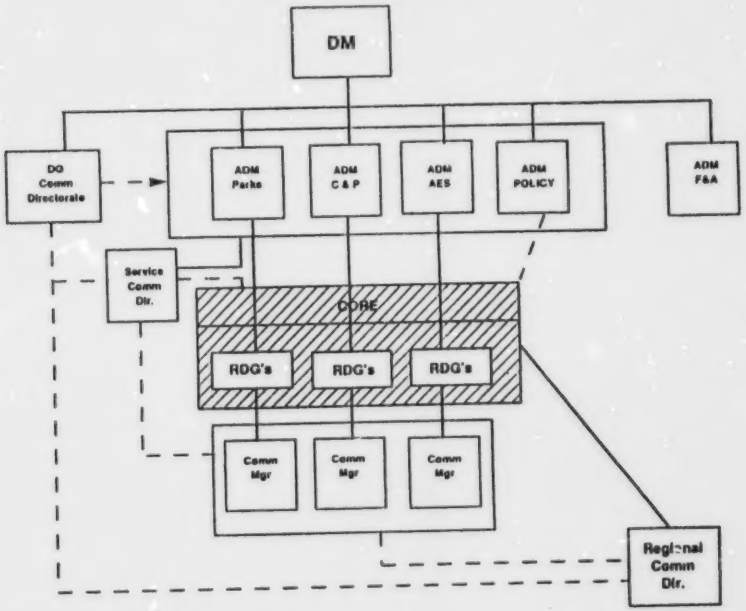

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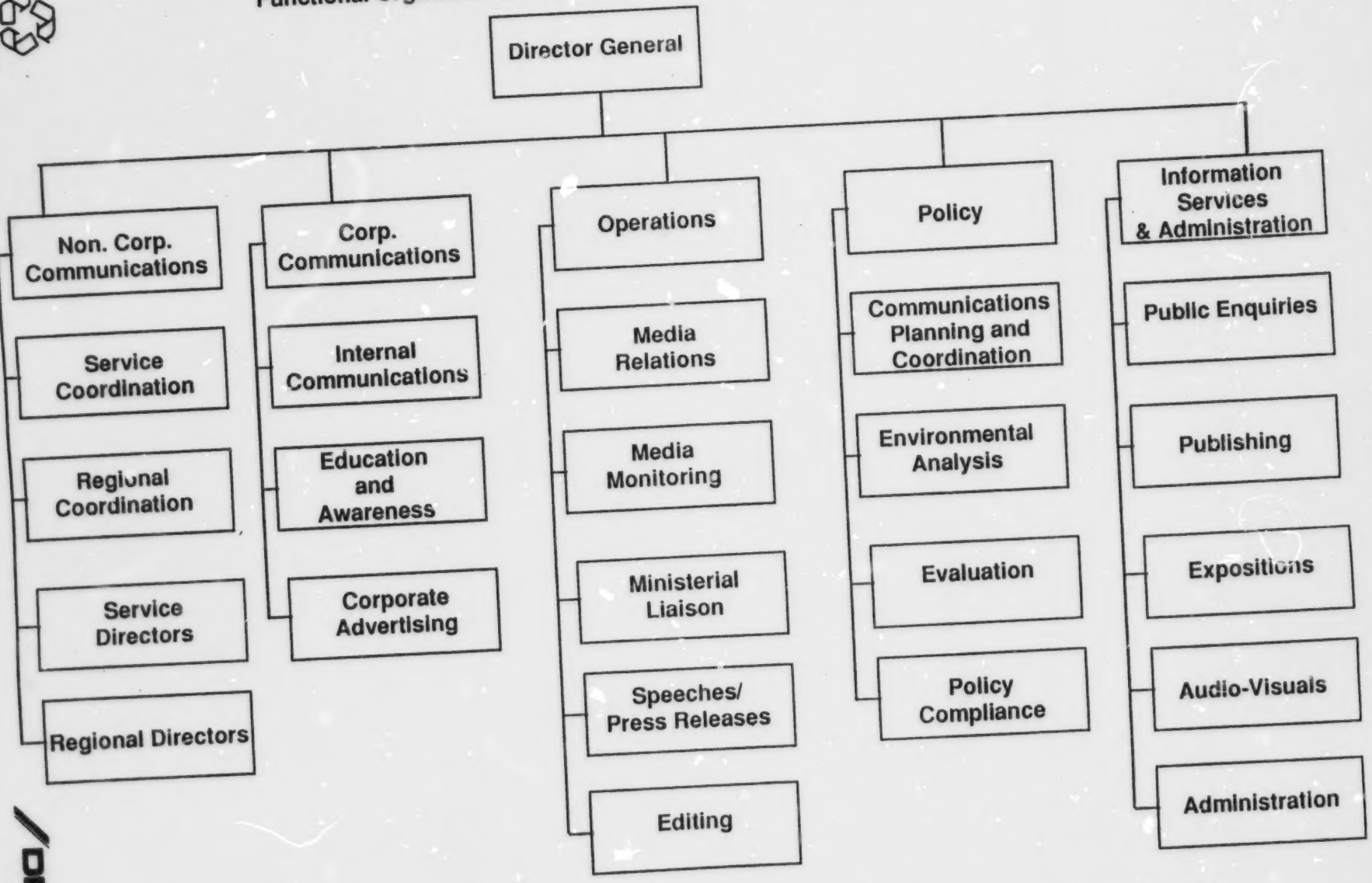
FIGURE II

Functional Organization of Communications Directorate (Headquarters)



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1.0 INTRODUCTION

This evaluation study of the department's communications organization structure was carried out as a result of the 1989 Communications Function Evaluation Assessment Report which recommended that ...

> "A review of communications be carried out (in the context of any organization changes that may take place in the near future) in headquarters, in services and in Regions to determine the problems and solutions associated with perceived shortcomings in strategic direction, resource levels and expertise, reporting relationships, etc."

The structure of communications has evolved over the years from a fairly decentralized to centralized organizational model. Given the shifts in public opinion concerning the environment as an issue, the introduction of the department's Green Plan and the federal government's new Communications Policy (Chapter 480), it was felt that a review of the organization of communications would be timely.

While the scope of the evaluation focused on the organization of the Communications Directorate at the Corporate, Service and Regional levels, it also included limited examination of formal and informal communications-related resources throughout the department that do not have a reporting relationship to Communications. The study also concentrated on external communications as opposed to internal communications.

It was generally recognized that simply restructuring the Communications Directorate and/or changing line and functional reporting relationships in itself would not address the needs of the department. Rather, the study also had to explore the "Communications Mandate", how well it is understood throughout the department and how well defined and accepted are the roles, responsibilities, accountabilities and authorities for communications.

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The evaluation study focused on the following major issue areas:

A. Program Rationale
B. Objectives Achievement
C. Organizational Structure and Resources
D. Procedures and Responsibilities
E. Impacts and Effects
F. Communications and Interaction
G. Future Direction

The evaluation report that follows outlines how the study was carried out and presents its findings and recommendations.

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2.0 APPROACH AND METHODOLOGY

In carrying out the evaluation of the communications organization structure of Environment Canada, a four-phased approach was adopted. An overview of the methodology, as depicted in Figure 1 on the following page, shows the following four phases:

Phase I	-	Detailed Workplan and Research Design
Phase II	-	Preliminary Research and Analysis
Phase III	-	Draft Evaluation
Phase IV	-	Final Evaluation Report

The purpose of Phase I was to conduct preliminary interviews and a review of background material so as to refine the list of evaluation issues and questions, to prepare a detailed workplan and to draft the evaluation tools that would be employed in the study. The results of Phase I were presented to and approved by the Evaluation Steering Committee on June 1, 1990.

A copy of the refined evaluation issues and questions is presented in Figure 2. Copies of the study's major Interview Guide and Survey Questionnaire are contained in Appendices C and D.

During Phase II, approximately 80 interviews were conducted with departmental managers and staff proposed by the Steering Committee and a survey distributed to all staff and managers of the Communications Directorate and a selection of other departmental managers. As of June 27, a total of 55 completed surveys were returned. During this phase, a review of available communications systems and procedures was undertaken. Finally, an examination was made of the organization structure, resourcing levels and reporting relationships of communications in the following three departments:

- Transport Canada
- Indian and Northern Affairs
- Energy, Mines and Resources

These departments were selected because of their relative size, mandate and regional infrastructures. It should be noted, however, that Environment Canada is truly a unique organization within the federal government as a result of its three main service areas and the heavy reliance on program delivery at the regional level.

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FIGURE 1

OVERVIEW OF METHODOLOGY

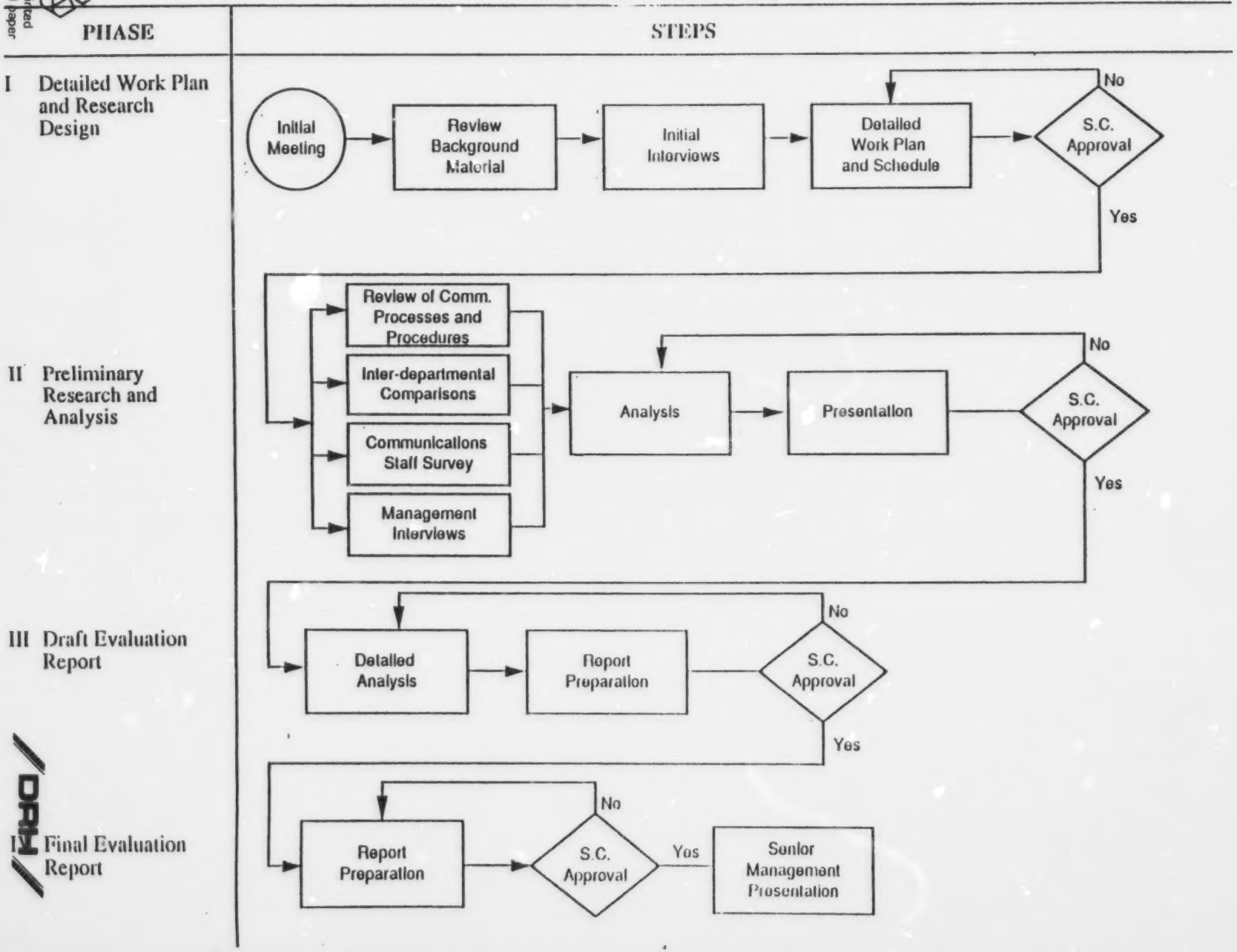

FIGURE 2

SUMMARY OF ISSUES AND QUESTIONS

A. Program Rationale

1. Have the objectives of the communications function been well defined?

2. Are Communications mandates and objectives including Chapter 480 clearly and consistently understood and accepted?

3. Is there, in addition to the above mandates, another perceived mandate which takes priority?

B. Objectives Achievement

1. Is the Communications Directorate attending more to brush fires (ie. performing in a reactive fashion) rather than the longer term needs of clients and Environment Canada as a whole?

2. Do departmental management and staff have a sense of how their effectiveness as communicators is measured and regarded?

3. Is communications effective at the following levels:

   - Corporate
   - Service
   - Regional

C. Organizational Structure and Resources

1. Are there adequate resources at present to effectively carry out existing work at the following levels:

   - Corporate
   - Service
   - Regional

2. Is the existing organization structure appropriate to the tasks at hand and the proper functioning of communications at the following levels:

   - Corporate
   - Services
   - Regions

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FIGURE 2 - (continued)

3. Is sufficient communications training provided to departmental management and staff to carry out assigned responsibilities?

4. Are existing resources managed in such a way as to optimize their output?

5. Is communications more effective today than it was before the regional and service area reporting responsibilities changed?

D. Procedures and Responsibilities

1. Do procedures and opportunities exist for Communications Directorate client branches to participate in the planning, development and approval of their communications needs?

2. Are procedures and responsibilities for communications satisfactorily documented and communicated throughout the department?

E. Impacts and Effects

1. Are there communications activities which appear to receive limited use?

2. Are there communications activities which appear to receive heavy use?

3. Are managers and staff encouraged to accept accountability for effective communications delivery?

F. Communications and Interaction

1. Do current communications within the Communications Directorate- whether formal or informal - achieve a sense of common purpose and goals?

2. Do current communications within the Department as a whole - whether formal or informal - achieve a sense of common purpose?

G. Future Direction

1. Are the structure, resources, management, etc. suited to meet future demands?

2. Will the "The Green Plan" impact upon the objectives and activities of the:
   - Communications Directorate
   - Department as a whole

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The results of a preliminary analysis were presented to the Steering Committee on June 22, 1990. This included a review of overall conclusions by evaluation issue and question and the presentation of three preliminary overall organizational structures as follows:

- Status Quo
- Service Alignment
- Decentralization

The draft report was presented to the Project Authority on June 29th. Based on a review of the draft with the Associate Deputy Minister, the DG Communications and the Project Authority, this final report was prepared.

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3.0 FINDINGS

3.1 OVERALL FINDINGS

While the scope of the study did not include an evaluation of the effectiveness of Environment Canada's communications, it is not possible to evaluate the organization of communications without taking into consideration how effectiveness is influenced by organization. The reader of this report, however, is reminded that any reference to effectiveness is generally based on the attitudes and opinions of the respondents, and is therefore not a true assessment of the effectiveness of the department's communications.

Overall, it was found that the effectiveness of the department's communications efforts was impacted in part by the organization of communications. In fact, it was commented on by those interviewed that the organization of communications was actually impeding the department's ability to communicate effectively due to the lack of availability of communications resources (PY's and $'s). Consequently, Regions and Services would find other means of producing and/or procuring communications outputs and services since assistance was not available through communications. This alternative communications community, however, frequently contributes to ineffective communications as a result of duplicating efforts and producing outputs that are not subject to adequate quality control. Such unofficial decentralization of communications generally works at cross-purposes with the rationale for a centralized communications function. At the same time, it should be noted that there were also numerous examples of effective communications outputs and services that were not provided by the Communications Directorate.

The fact that program managers frequently (and sometimes constantly) felt it necessary to undertake communications functions themselves, or to seek this service elsewhere is not solely the consequence of an ineffective organization. It is also very much the result of a poor understanding of the roles and responsibilities respecting communications.

The federal government's new Communications Policy (Chapter 480 of Treasury Board's Administrative Policy Manual) clearly defines the Government's policy with respect to the communications function and outlines roles and responsibilities for communications. A clearer understanding and appreciation of this Policy would contribute greatly to effective communications within the department.

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Overall, it was found that only seven per cent of the managers interviewed were satisfied with the current organization structure. Fifty-eight per cent felt that it was not the appropriate structure and 35 per cent did not know. Most of the 35 per cent that indicated "don't know" were not aware of how it is currently organized.

Forty-two per cent of the managers throughout the department (particularly in the Regions) preferred to see communications decentralized so that Service Area Communication Directors report to the various ADMs and Regional Communications report to the Regions. Only seven per cent preferred centralized and 26 per cent did not know. The remaining 25 per cent suggested other alternatives with the most frequently mentioned being to have regional communications decentralized to report to CORE, and service communications remaining as is. This would leave the Communications Directorate to provide strong functional direction and guidance to the Regions and Services area communications groups and to provide an overall corporate communications function.

The findings indicate that undertaking a combination of organizational change with a refinement of and agreement on a communications mandate, accompanied by new communications systems and procedures, would position the department to maximize the effectiveness of its communications and meet the emerging challenges.

3.2 FINDINGS BY EVALUATION ISSUE

In Section 2.0, Figure 2, the refined list of evaluation issues and questions, was presented. The following is a summary of the findings by Evaluation Issue. These findings are based on the four lines of enquiry outlined in Section 2.0, as well as the observations and experience of the consultants.

A. PROGRAM RATIONALE

The objectives of and mandate for communications are not well defined and/or communicated throughout the department. Some have suggested that this is a function of a lack of a departmental mandate. The orientation of the Communications Directorate is directed heavily towards the Minister's Office. While this a recognized responsibility of Communications, it is felt that an excessive amount of effort is directed at the Minister's Office at the expense of the rest of the department. However, it was also noted that the demands placed on the Communications Directorate at the HQ, Service and Regional level has been particularly high during the past 6-12 months as a result of the Green Plan exercise.

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B. Objectives Achievement

Given the fact that the objectives for communications are not well defined it can be expected that they would be difficult to achieve. In general, it was felt that the Communications Directorate was more reactive than proactive, spending its time and effort attending to brush fires rather than working towards the longer-term needs of the department.

However, even if the objectives had been well defined, there has been a lack of consistent effort to assess the effectiveness of communications outputs and services, even though it is acknowledged that it is important to do so. For example, the department annually publishes hundreds of titles yet very little is known about the degree to which the publications help to achieve communications objectives and whether or not publishing is the most effective approach.

Overall, the communications efforts of the department did not receive high grades from those interviewed and surveyed in terms of being effective, although there were certainly a number of exceptions. Once again, it should be noted that the focus of this study was not on effectiveness.

C. Organizational Structure and Resources

In general, the issue concerns more the organization, utilization, management and capability of the resources than on the number of resources.

When combining the formal and informal resources devoted to communications, there were generally thought to be sufficient resources. The exception to this was at the regional level where it is felt that too many resources are devoted to corporate issues and not enough devoted to Service and Regional issues.

Environment has the largest number of person-years devoted to communications of the other three departments studied. In fact, Environment has one of the largest Person-Year complements of communications staff of any federal government department. Its 38 regional PYs are second only to DND in number at 40. (For a comparison to other government departments see Appendix A)

Communications was deemed to be less effective today by those interviewed than when the reporting relationships were to the regional and service areas. However, it is recognized that the importance of and demands placed up on communications are also greater today.

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D. Procedures and Policies

While some policies and procedures do exist with respect to communications, overall they are not well defined or up-to-date. In addition, they are not communicated throughout the department. In the staff survey, this issue received one of the lowest ratings. Most departments have departmental policies and procedures for communications. This is even more important today than in the past as a result of the introduction of Chapter 480. As a result of all managers being responsible for communications, it is important that they have a clear understanding of their roles, responsibilities and mandates with respect to communications. It should be noted that this is a challenge that many departments are facing today as a result of the new accountabilities outlined in Chapter 480.

E. Impacts and Effects

It was the view of those interviewed and surveyed that the department could be making more effective use of its communications resources. While Communications takes responsibility for the effectiveness of its communications outputs and services it was not perceived as being consistent in actively seeking feedback on its effectiveness nor demonstrating it.

F. Communications and Interaction

This is another issue where the Communications Directorate received particularly low ratings according to the staff survey and interviews. It is felt that internal communications is an issue throughout the department.

G. Future Direction

There was strong agreement that the Green Plan will have an impact on the demand for communications services in the future and that the resourcing and structure of communications will have to change to respond to this challenge.

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3.3 FINDINGS BY SERVICE AND LOCATION

Appendix E provides a summary of the results of the Communications survey broken down by location of communications staff and by service area.

Communications were found to be more effective at the regional level than at the corporate level. This was particularly true with the Québec Region and to a somewhat lesser extent in the Atlantic Region where Regional Communications staff are more closely aligned and/or co-located with the services.

The effectiveness of communications at the Regional and Service level has been supported in part by additional resources being devoted to communications. This has been accomplished through assigning PYs from the Service Areas to Communications (e.g. AES HQ), hiring separate communications staff (e.g. AES-Pacific) or aligning Regional Communications staff with other personnel involved in Community Affairs (e.g. Parks-Calgary).

In general, mangers in the Regions and in the service areas feel there is an unnecessary concentration of communications resources in the Communications Directorate at Headquarters.

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4.0 RECOMMENDATIONS

4.1 ROLES AND RESPONSIBILITIES

To assist in the clarification of the roles and responsibilities for communications throughout the department, as well as within the Communications Directorate, it is recommended that all of the Directors of Communications and the DG hold a corporate development retreat that will serve to review and clarify any potential ambiguities in roles and responsibilities and to delineate a new mandate for the communications function at Environment Canada. The results of this effort would be reviewed by the department's Executive Management Committee and incorporated into a new Communications Policy and Procedures Manual for the department as outlined in Section 4.2.

An overview of the roles and responsibilities with respect to communications for Program Managers and Communications Managers as stated in Chapter 480 of the Administration Policy Manual are summarized below. In the recommended delineation of mandate, roles and responsibilities a series of detailed matrices should be prepared that summarize the responsibility of communications and program managers throughout the planning, development, delivery and evaluation of all communications activities.

> "**Policy advisors and program managers** are to participate actively in communications planning and execution. Their participation flows from their accountability for the communications components of their policy or program responsibilities, and applies particularly to identifying clientele and assessing their concerns and information needs in policy and program development; facilitating the planning and implementation of communications initiatives; allocating resources for communications within the program budget; establishing effective relationships with the media; and interacting with the public."

> "**The communications staff** provides support to the institution in achieving corporate objectives, developing policies and programs, in assessing major issues and determining the institution's response. In allocating resources to communications, institutions should ensure a balance of professional resources among the principal elements of the communications function: research and analysis; advice; planning; and management of communications."

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Communications is defined in Chapter 480 as ...

"... a management function which ensures that the public receives information about government policies, programs and services, and that the concerns and interests of the public are taken into account in the formulation and implementation of government policies and programs. It includes:

- **communications research and analysis**, which examines the public environment to assess public wants, needs, perceptions and understanding with respect to policies and programs, and evaluates communications programs and projects against planned objectives and professional standards;

- **communications advice**, which counsels ministers and management on policy development, program planning and implementation, and public issues;

- **communications planning**, which develops corporate and program communications plans responding to public concerns and integrating major objectives of the government, the minister and the institutions; and

- **management of communications**, which applies the principles and practices of good management to the co-ordination of research and analysis, to advice and planning, and to the implementation of communications programs and activities.

The managers within Environment Canada who would be most accountable for communications would be the:

Four Service ADMs (Parks, AES, C&P, CPG) would be accountable for the communications components of their own policy or program areas, as well as seeing that Corporate Communications themes and messages are adequately incorporated into their communications programs.

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CORE Chairpersons who would be responsible for the dissemination of corporate communications programs in the Regions, maintaining public service through Regional Information Resource Centres and for supporting the communications research and analysis activities of the Communications Directorate.

Regional Directors General would be responsible for supporting the Corporate and Service level communications programs, as well as being responsible for regional communications of their program areas.

Director General, Communications would be responsible for the following as outlined in APM Chapter 480.

- co-ordinate and direct implementation of communications policy; (Line Authority)
- strike an appropriate balance of communications roles and responsibilities among communications staff, policy advisors and program managers; (Line and Functional Authority)
- ensure the integration of strategic communications planning within the overall planning of the institution; (Line)
- ensure the development of an annual operational communications plan; (Line)
- ensure appropriate distribution of resources between headquarters and regions in all communications planning and management; (Line and Functional Authority)
- designate managers and specialists at headquarters and in the regions to serve as primary spokespersons in relations with the public, the media and members of Parliament on subjects in their area of expertise; (Line)
- ensure that communications staff and spokespersons are afforded the training and professional development requirement; (Line) and
- ensure liaison and co-operation in communications matters with other federal institutions and central agencies and with other levels of government. (Line)

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4.2 SYSTEMS AND PROCEDURES

Given the introduction of Chapter 480, and the clarification of mandate, roles and responsibilities for communications within the department, it is recommended that the Communications Directorate prepare a Departmental Communications Policy and Procedures Manual. This manual, which would be developed by the Director of Policy and Administration, would outline all roles and responsibilities, policies and procedures with respect to communications. This manual, which would be endorsed by the Deputy Minister, would also serve to provide the basis for strong functional direction to the rest of the department with respect to communications.

Such a manual would have sections on:

- Communications Planning Process
  - Strategic Communications
  - Operational Communications Plans
- Advertising
- Press Releases
- Speeches
- Media Relations
- Public Enquiries
- Publishing
- Audio-Visual
- Exhibits
- Public Opinion Polling
- Contracting Communications Services
- Corporate Image
  - Federal Identity Program
  - Corporate Image Program

Each section would include the following:

- Introduction
- Definitions
- Roles and Responsibilities
- Planning
- Development
- Delivery
- Evaluation
- References

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4.3 ORGANIZATION STRUCTURE

Three overall organization structure options for communications within Environment Canada are presented in Figures 4 I-III. However, it is recommended that these three options should be reviewed and decided on only after the direction of the department is finalized and the mandate, roles and responsibilities for communications delineated. The options range from status quo to a greatly decentralized model with the Communications Directorate maintaining a strong direction role for non-corporate communications.

Figure 4-I Option I represents the status quo for communications within the department. This model depicts the line reporting relationships between the Communications Directorate and the Service and Regional Communications Directors. The option also represents the standard model for the organization of communications within federal government departments.

The major advantage of this option is that no major changes are required in terms of reorganization or classification. However, the major disadvantages of this option is that it is not viewed as being effective by managers both within and outside of communications and they are expecting changes to result from this study. While this model is the standard for most federal departments, it is obvious that Environment Canada is not a standard department. In addition, this model does not reflect the direction of PS 2000 which will see Regions empowered more for service to the public. It should also be remembered that only seven per cent of the managers interviewed were satisfied with the present organization structure. Fifty-eight per cent felt that it was not the appropriate structure and 35 per cent did not know.

Option II - Service Alignment is presented in Figure 4-II. This option is quite similar to Option I in terms of structure and reporting relationships. The only major difference is that each Regional Director General would be assigned one or more communication staff to be co-located with the service. The number of communications staff assigned to each RDG would vary from one to three depending on the location and service. The Communications Manager would be at the IS-4 or 5 level while additional PYs would be at the IS 2-3 level. As an example, AES Pacific would have one PY, while Parks in Calgary could have three. This reflects the level of activity taking place in each location.

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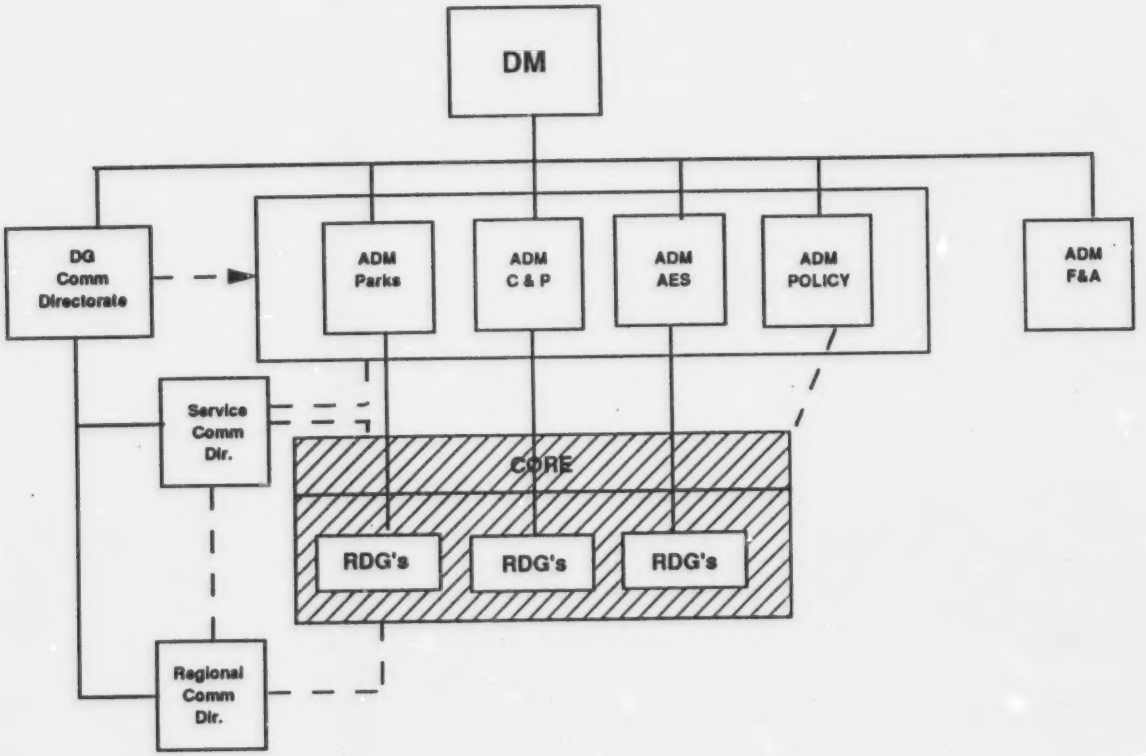
FIGURE 4-I
OPTION 1 STATUS QUO



Line Responsibility

Functional Responsibility

CORE/RDG Structure

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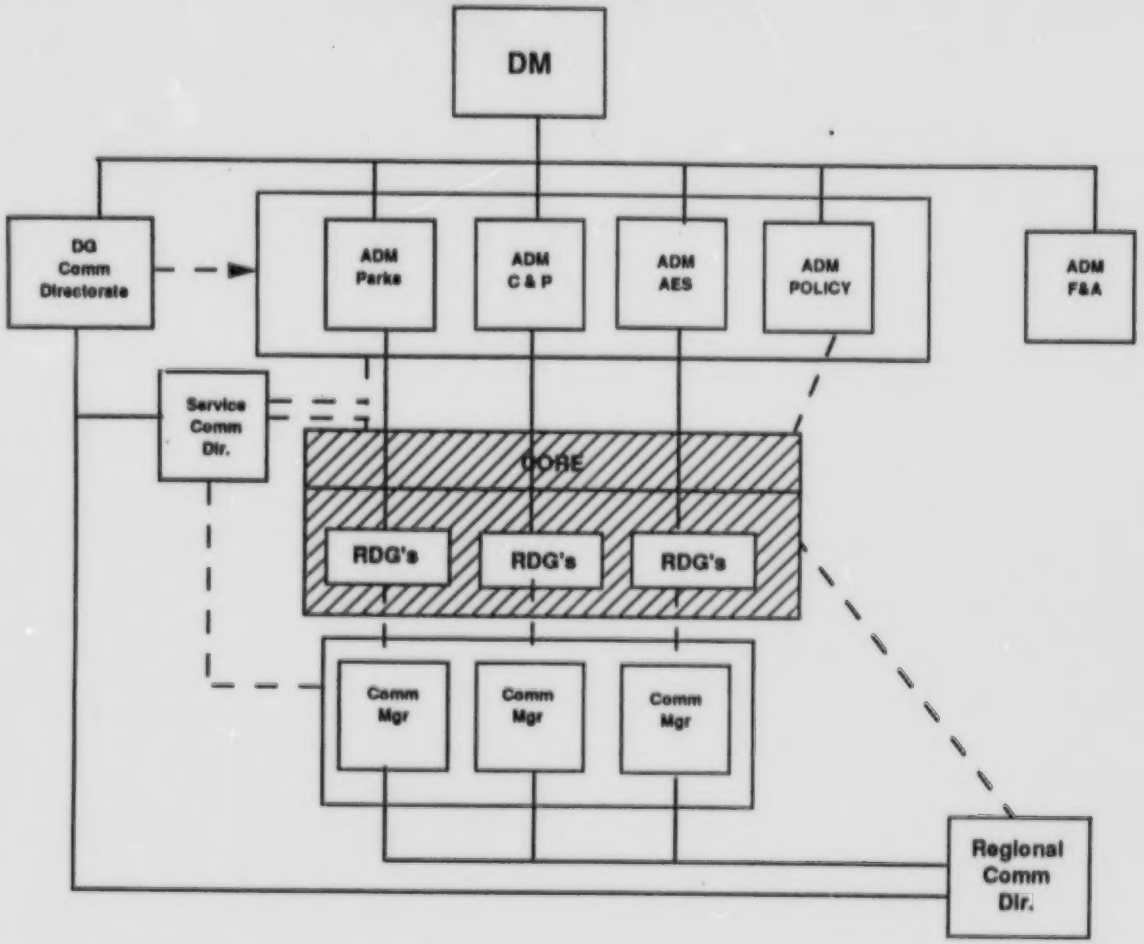
FIGURE 4-II
OPTION II Service Alignment



Line Responsibility

Functional Responsibility

CORE/RDG Structure

The Regional Directors of Communications would have a line reporting relationship to HQ and a functional reporting relationship to CORE. They would have a small support staff to handle administration and enquiries plus an additional communications officer (IS-3 or 4) who would assist in implementing corporate communications, as well as acting as a float to support one of the Communications Managers during heavy periods of activity.

The major advantage of this option is that working relationships between communications and the Regions should improve, as a consequence of having dedicated and co-located communications resources. It also provides flexibility in terms of the amount of lines and functional direction that the Service Communications Manager could receive from the Regional Director of Communications and the RDG.

One disadvantage of this option is that it could have an impact on the requirement for additional person years. Increasing the number of communications PYs to facilitate the alignment of communications staff with each service area in the Regions could see the resources increase substantially in some Regions. The question to resolve would be where these PYs would come from (RDG's Staff or Communications Directorate). Given the increased demand for Corporate Communications (eg. Green Plan) it is not proposed that resources be moved out of the Communications Directorate at Headquarters.

The major disadvantage of this option is that little would change in terms of making Regional and Services Communications accountable to service areas and Regional Managers. The reporting relationships would not change and consequently it could be expected that Corporate Communications initiatives would still take priority over Regional and Service requirements.

Option III in Figure 4-III is the Decentralization Option. This is the option that was preferred by 42 per cent of the managers throughout the department. Only seven per cent preferred the centralized model and 26 per cent did not know.

This option sees the line and functional reporting relationships in the Service areas and Regions reversed. The major advantage of this model is that it gives the ADMs and RDGs authority over the communications for which they are accountable. Service and Regional communications would be funded (PYs and Operating $'s) out of the Service budgets. The Regional Communications Director, reporting directly to CORE, would receive an operating budget and strong functional direction from the Communications Directorate to support Corporate Communications initiatives.

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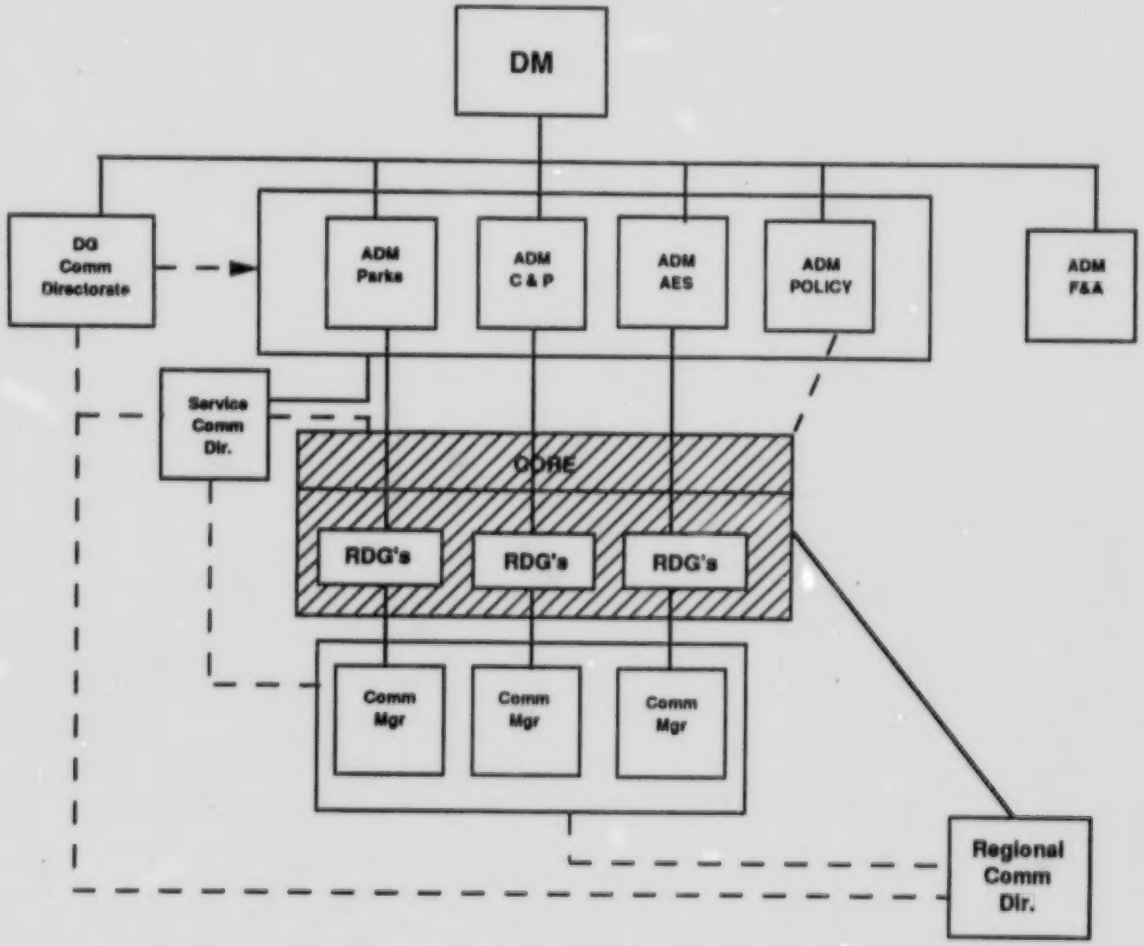
FIGURE 4-III
OPTION III Decentralization



Line Responsibility

Functional Responsibility

CORE/RDG Structure

The major disadvantage of this option is that the number of Person-Years formally involved in communications could increase considerably, particularly in the Regions. However, this would probably only serve to formalize the PYs and budgets that informally exist now in the Regions and Services. The increase in PYs would also be partially offset by a decline in Regional and Service area PYs in the Communications Directorate.

Another potential disadvantage is that the delivery of Corporate Communications programs could suffer at the Regional and Service level. To overcome this, the Communications Directorate would have to provide strong functional direction.

While the three previous charts depict organizational options for communications throughout the department, Figure 5 presents a Functional Organization Structure for the Communications Directorate. It is recommended that the Communications Directorate proceed with a reorganization of its Headquarters communications structure immediately. The major change with this structure would be that the Director General, Communications would have the number of Directors reporting to him reduced to five. This would make his span of control much more reasonable. The major responsibility of each Director is outlined below.

This structure would see Regional and Service communications being coordinated through a Director of Non Corporate Communications that would be responsible for ensuring that individual communications efforts of one Service and/or Region were not being contradictory to another. In addition, the Director would be responsible for ensuring that corporate communications themes, messages and special events were integrated and coordinated with Regional and Service Communications Programs.

Corporate Communications would be responsible for the "big picture" communications efforts through such activities as Corporate Advertising and Education and Awareness Programs. In addition, to ensure that good corporate communications is maintained throughout the department, it would also be responsible for Internal Communications.

The Operations group would be responsible for serving the Minister's Office and the Deputy with the preparation and editing of speeches and press releases. Greater emphasis would be placed on Media Relations and Media Monitoring efforts.

The Policy group would be responsible for facilitating and coordinating the communications planning process. In doing so, it would work closely with Corporate Communications, Regional and Service Communications Directors and Non-Corporate Communications Group. The Policy Group would also oversee the development of new communications policy and compliance with that policy.

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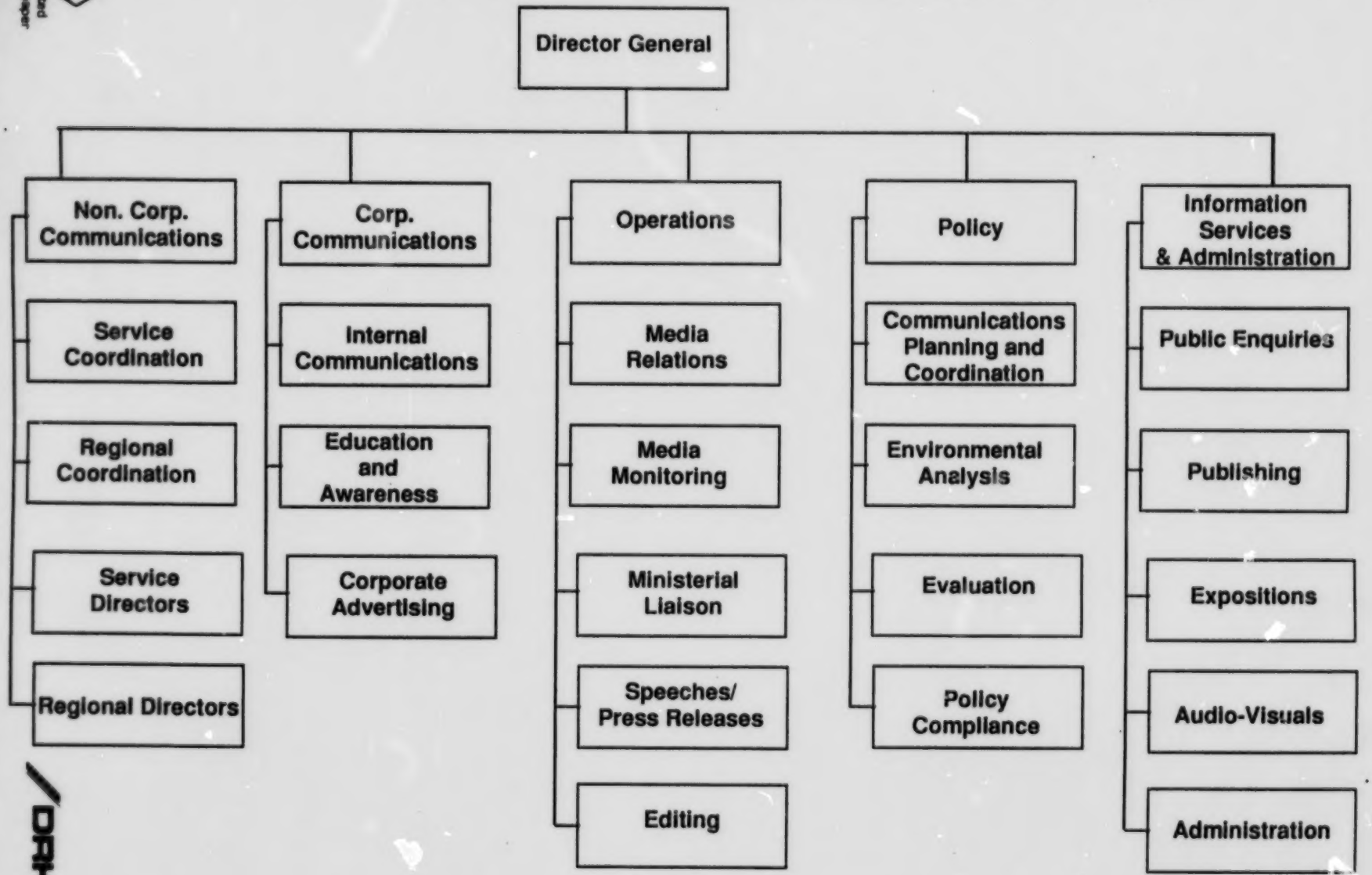
FIGURE 5

Functional Organization of Communications Directorate (Headquarters)



Finally, it would place greater emphasis on environmental analysis and evaluation to support the rest of the Communications Directorate, the Policy Branch and the Minister's Office.

Information Services and Administration would be responsible for overseeing the provision and procurement of creative services (eg. publishing, expositions, audio-visuals), as well as managing the Public Enquiries function in Headquarters. (This could include a national 1-800 enquiries line). Finally, Administration and support functions would also fall under this group.

One last set of options that could be considered would be changing the reporting relationship of the DG Communications. However, as in the case of the options associated with the centralization or decentralization of the communications function, it is recommended that consideration not be given to changing this reporting relationship until after the department's direction becomes clearer with respect to the Green Plan and other considerations such as a Central Agency for the Environment. Instead of the status quo reporting relationship to the Deputy Minister, Communications could become part of the Corporate Policy Group (or Corporate Policy and Communications Group). Another option could be elevating the position of the DG of Communications to an ADM of Communications and Consultations or Communications and Public Education.

The major advantage of staying with the status quo relationship is that it would minimize the amount of organizational change throughout the department. It also reflects the federal government norm of having a head of communications at the DG (Ex 1-3) reporting directly to the Deputy Minister as outlined in Chapter 480.

Option 2 of having the DG of Communications report to the ADM of the Corporate Policy Group is a model that exists in some departments (eg. EMR). However, this reporting relationship is contrary to government policy and based on the consultants experience is not viewed as being very effective or practical.

The third option of elevating the DG Communications to an ADM of Communications and Consultations or Communications and Public Education could have some merit given the increasing importance of communications within Environment Canada. It is also a model that exists in some departments (eg. Finance, External Affairs). However, such an option would have to be rationalized with greater accountability and responsibility for the Communications Directorate that would have to await the outcome of the Green Plan exercise.

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APPENDIX A

Departmental Comparisons

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APPENDIX A

DEPARTMENTAL COMPARISONS

	DEPARTMENT			
	ENVIRONMENT	EMR	TRANSPORT	INAC
Total Employees (Dept'l)	10,031	4,377	19,839	4,102
Communications PY's				
HQ	55	64	46	37
Regions	39	13	26	17
Operating Budget (approx)	4 million	7.5 million	2.2 million	2.1 million
DG Level	EX 2	EX 3	EX 3	EX 2
Mgt Level	DDG SM	DDG SM	No Deputy DG	DDG SM
	Sr Dir Policy & Planning SM	Dir Strategic Analysis SM	Director Services SM	Director Services SM
	Sr Dir Creative Services SM	Dir Regional Comm IS-6	Director Operations SM	Dep Dir Planning IS-6
	Dir Operations IS-6	Dir Creative Services IS-6	Director Planning IS-6	Chief LRT & Finance IS-6
	3 X Service Directors IS-5	Dir Central Services AS-6	Chief Admin AS-4	Chief Ex + North IS-6
	IS-6	2 X Dir Client Services IS-6		Chief ED + HR IS-6
	SM			Chief Env. Ass IS-6
Regional Comm Mgt	5 X Regional Dir IS-5	9 X RCM IS-4	1 Regional Dir IS-6	9 X Regional Dir IS-5
			7 X Regional Dir IS-5	
Reg Comm Accountability	Line	Line	Line	Functional

APPENDIX B

List of Interviews

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LIST OF INTERVIEWS

HQ COMMUNICATIONS

G.A. Gosselin
Director General, Communications

Phil Gibson
Deputy Director General
Communications

Conrad Bastien
Senior Director
Creative Services

Peter Serafini
Senior Director
Policy and Planning

Paul Turcotte
Media Relations

Eleanor Kulin
Director
C&P Communications

Debbie MacDonald-McGee
Director
AES Communications

HEADQUARTERS

David Pollack
Officer-in-Charge, Ice Centre

Janet Davies

J.D. Collinson
Assistant Deputy Minister
Parks

Ian Rutherford
Director General
National Parks

Bill Miliken
Director, Communications
Canadian Parks Service

Carolyn Arnold
Parks

Elizabeth Seale
Parks

John Milligan
Legal

J.C. Chapman
Personnel

Bob Jones
AES

Bob Slater
ADM CPG

DOWNSVIEW, ONTARIO

Dr. Jim Young
Director General
Atmospheric Research

Don Champ
A/Director General
Central Services

Heather Mackey
Communications Officer

Nancy Cutler
A/Director General
Canadian Climate Centre

Al Kellie
A/Head of Office of DG Weather Office

BURLINGTON, ONTARIO

Ralph Moulton
Manager
Great Lakes Water
Level Communications Centre

Toni Wagner
Regional Director
Inland Waters

Gord Sivill
IS-3, C&P - NWRI

TORONTO, ONTARIO

Kim Shikaze
Director
Ontario Region

Brenda O'Connor
Regional Director, Ontario
Communications

Bryan Adamson
Chief, Forecast Operations
Weather Centre

Jim Mills
Regional Director General
AES

MONTREAL, QUÉBEC

Nicole Lavigne
Co-ordinator

Michel Provencher
Director

Thérèse Drapeau
Chief
Information on Protection and Conservation

QUÉBEC CITY, QUÉBEC

François Lemire
Regional Director General - Québec

Bernard Villeneuve
CORE Secretary

Gilles Désaulnier
Director General
Parks and Services

Clément Dugas
Director, Québec Region

WINNIPEG, MANITOBA

Mike Balshaw
Regional Director General

Marv Pierce
Officer-in-Charge
Weather Office

Barry Briscoe
District Manager
Environment Protection

EDMONTON, MANITOBA

Joe Kotylak
A/Regional Director General
AES - Edmonton

Gordon Manners

Peter Blackall
Rod Frith
Associate Director - C&P

Gordon Kerr
Regional Director, CWS
Bruce Thompson
Environment Protection

HALIFAX, NOVA SCOTIA

Edna Hall
PEI - Parks

Richard Nelis
Regional Director General - Atlantic

Kim Whytock
Chief, Market Planning and Analysis

Hugh Hall
A/Director, Air & Water Branch

Steve Fenety & Al Kindervaten
Regional Director, Inland Waters

J. Vollmerhausen
CORE Chairperson, Atlantic Region

Wayne Eliuk
Director, Atlantic Region

ST-JOHN'S, NEWFOUNDLAND

Harry Janes
Officer-in-Charge
Weather Office

Brian Power
District Director
Environment Protection

VANCOUVER, B.C.

Eearl Anthony
Regional Director General, C&P
Yukon Region

Fred Herfst
Director
Weather Services Planning, AES

Gord Tofte
Acting Director
Inland Waters

Gary Wells
Director of Weather Services

Pat Pender
RDG - AES

Mary Phelan
Public Relations
Weather Services Planning

Jillian Roulet
Director, Community Affairs
Western Region

Bryan Jensen
Officer-in-Charge
Lower Mainland Weather Office

Sandy D'Aquino
Head, Planning Division, C&P

Collin Wykes
A/Regional Director
Environment Protection

CALGARY, ALBERTA

Sandra Davis
Regional DG Parks - Western Region

Sheila Ritchie
Director, Pacific & Yukon Region
Communications Directorate

Jim Ostrander
A/Officer-in-Charge
Weather Office

Shawna Peats
Communications

Gilbert Savard
Communications

Gerry Morton
Chief, Water Resources Branch

Keith Rogers
A/Officer-in-Charge
Weather Office

Grant Kaiser
Communications

APPENDIX C

Interview Guides

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June 1990

COMMUNICATIONS ORGANIZATION EVALUATION
MANAGEMENT INTERVIEW GUIDE

Name:_____

Position:_____ Telephone Number:_____

Program:_____ Interviewed by: _____ Date:_____

1) To start with, do you, or others within your Branch, make use of the services provided by the Communications Directorate at the ...

- Corporate Level Y N
- Service Level Y N
- Regional Level Y N

2) Which of the functions or services provided by Communications do you use? (DO NOT READ LIST)

Communications Research and Analysis	1
Communications Advice	2
Communications Planning	3
Management of Communications	4
Internal Communications	5
Public Enquiries	6
Speaker's Bureau	7
English Writing/Editing	8
French Writing/Editing	9
Exhibits	10
Audio-visuals	11
Publications Services	12
Publication Distribution	13
Speech Writing	14

3. What other formal and informal Communications Functions or Activities are carried out by other services of the Department?

_____

_____

_____

_____

_____

_____

4. Are there services not provided by Communications that you would otherwise expect and/or would like to have?

Yes 1 What? _____

_____

No 2

5. In general, how satisfied are you with the Communications Directorate in terms of:

	LEVEL OF SATISFACTION					
ATTRIBUTE	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	DK
Quality of Output?	1	2	3	4	5	9
Timeliness of Output?	1	2	3	4	5	9
Quality of Advice?	1	2	3	4	5	9

6. I will identify the services provided by the Communications Directorate. For the specific services you make use of, please indicate how satisfied you are in your dealings with Communications in terms of the same attributes previously mentioned; namely, quality of output, timeliness of output, and quality of advice. (CROSS OUT SERVICES NOT USED)

TYPE OF SERVICE	CHARACTERISTIC OF SERVICE	VERY DISSAT	DISSAT	NEITHER DISSAT NOR SAT	SAT	VERY SAT	DK/ NA
Comms. Research and Analysis	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Communications Advice	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Communications Planning	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Management of Comms.	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Internal Communications	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Public Enquiries	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Speaker's Bureau	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
English Writing/ Editing	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
French Writing/ Editing	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Exhibits	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9

TYPE OF SERVICE	CHARACTERISTIC OF SERVICE	VERY DISSAT	DISSAT	NEITHER DISSAT NOR SAT	SAT	VERY SAT	DK/ NA
Audio-Visual	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Publications Services	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Publication Distribution	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9
Speech Writing	Quality of Output	1	2	3	4	5	9
	Timeliness of Output	1	2	3	4	5	9
	Quality of Advice	1	2	3	4	5	9

7. Do you have any further comments regarding your satisfaction with specific services? (indicate which service is referred to).

_____

_____

_____

_____

8. Do you ever find it necessary to do things yourself rather than use the services of Communications? If "Yes" when and why?

_____

_____

_____

9. Do you feel that Communications is mostly proactive (takes initiative to produce outputs) or reactive (responds to requests to produce outputs). On a scale of 1 to 5, with 1 = Mostly Proactive.

MOSTLY PROACTIVE				MOSTLY REACTIVE
1	2	3	4	5

Please elaborate.

_____

_____

_____

10. Does the Communications Directorate help you define your communications requirements or do they simply take your order?

_____ define requirements _____ take order _____ both

11. Are you aware of how your individual communications projects fit into the overall direction of the Department?

_____ yes _____ no Please Explain: _____

_____

_____

12. Does a representative of the Communications Directorate participate in your Service Management Meetings?

_____ every time _____ most often _____ sometimes _____ rarely _____ never

13. Are you provided with sufficient formal information from the Communications Directorate re:

	Yes	No
Services available through Communications	___	___
Procedures to be followed to utilize services in an effective and timely manner	___	___
Contact person(s) for various types of communications requests	___	___

14. When discussing your publications, exhibits, audio-visuals, photo services etc. requirements with Communications, on a scale of 1 to 5, where 1 is "Very Dissatisfied" and 5 is "Very Satisfied", how satisfied are you with this advice and guidance with respect to each of the following:

NATURE OF ADVICE	LEVEL OF SATISFACTION Very Dissatisfied				Very Satisfied	N/A
Needs Assessment	1	2	3	4	5	9
Audience Definition	1	2	3	4	5	9
Identification of Alternatives	1	2	3	4	5	9
Format Requirements	1	2	3	4	5	9
Production and Approvals	1	2	3	4	5	9
Distribution	1	2	3	4	5	9

15a) To what degree are you kept informed by the Communications Directorate of the status of projects they are undertaking on your behalf?

_____ every time _____ most often _____ sometimes _____ rarely _____ never

15b) How are you kept informed?

_____

_____

_____

16a) Does the Communications Directorate regularly request feedback (evaluation) from you regarding your satisfaction with the services and products provided?

_____ every time _____ most often _____ sometimes _____ rarely _____ never

16b) In what format does this evaluation take place?

_____

_____

_____

17a) Is appropriate action taken when you express some level of dissatisfaction?

_____ every time _____ most often _____ sometimes _____ rarely _____ never

17b) What type of action is taken when you express dissatisfaction?

_____

_____

_____

18a) In your opinion, does the Communications Directorate have adequate resources (ie. operating $, PY's, quality of staff) <u>at present</u> to effectively carry out its assigned responsibilities and work at the various levels?

	Yes	No	Don't Know
Corporate	1	2	3
Service Level	1	2	3
Regional Level	1	2	3

18b) Would you please elaborate on your answer?

_____

_____

19a) Is the Communications Directorate's organizational structure appropriate to the tasks at hand and the proper functioning of your service area?

Yes 1

No 2

Don't Know 3

19b) Why/Why not?

_____

_____

_____

_____

20. What do you think the most logical structure would be for communications in the Department? (ask respondent to sketch this structure out)

_____

_____

_____

_____

21. What impact, if any, do you think "The Green Plan" - will have on the objectives and activities of Communications?

(Impact):_____

_____

_____

_____

22a) In your opinion, are the resources ($ and PY's), structure, staff quality, and management of the Communications Directorate suited to meet future requirements? (READ)

	Yes	No	DK
Resources	1	2	9
- $	1	2	9
- PY's	1	2	9
Structure	1	2	9
Staff Quality	1	2	9
Management	1	2	9

22b) (If no) Please explain?

_____

_____

_____

23. Are communications more effective today than they were in the past?

24. Are there any other comments you would like to make concerning the organization of the Communications Directorate?

THANK YOU

Juin 1990

ÉVALUATION DE L'ORGANISATION DES COMMUNICATIONS
GUIDE D'INTERVIEW DES GESTIONNAIRES

Nom :_____

Position :_____ Numéro de téléphone : _____

Programme :_____ Interviewé(e) par : _____ Date:_____

1) Tout d'abord, pouvez-vous me dire si vous-même ou d'autres personnes de votre service utilisez les services de la Direction générale des communications au niveau ...

- du Ministère O N
- des Services O N
- des Régions O N

2) Lequel ou lesquels des services fournis par les Communications utilisez-vous?
(NE PAS LIRE LA LISTE)

Recherches et analyse en matière de communications	1
Conseils en communications	2
Planification des communications	3
Gestion des communications	4
Communications internes	5
Demandes de renseignements	6
Service de conférenciers	7
Rédaction et édition en anglais	8
Rédaction et édition en français	9
Expositions	10
Audio-visuels	11
Services de publication	12
Diffusion des publications	13
Écriture de discours	14

3. Quelles autres fonctions ou activités de communication, officielles ou non, sont exercées par d'autres services du Ministère?

_____

_____

_____

_____

_____

_____

4. Selon vous, existe-t-il des services non fournis par les Communications, et qu'elles devraient vous fournir, ou que vous aimeriez avoir?

Oui 1 Lesquels? _____

_____

Non 2

5. Dans l'ensemble, êtes-vous satisfaits des aspects suivants du service fourni par la Direction générale des communications?

DEGRÉ DE SATISFACTION

ASPECT	Absolument pas satisfait	Peu satisfait	Modérément satisfait	Satisfait	très satisfait	Ne sait pas
Qualité des services	1	2	3	4	5	9
Ponctualité des services	1	2	3	4	5	9
Qualité des conseils	1	2	3	4	5	9

6. Nous allons maintenant examiner plus en détail les services fournis par la Direction générale des communications. Pour les services que vous utilisez pouvez-vous m'indiquer, en les considérant sous les mêmes aspects que précédemment (qualité des services, ponctualité des services et qualité des conseils), votre degré de satisfaction (RAYER LES SERVICES NON UTILISÉS).

TYPE DE SERVICE	ASPECT	TRES PEU SAT.	PEU SAT.	MOD. SAT.	SAT.	TRES SAT.	NSP PDR
Recherche et analyse en matière de communications	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Conseils en communications	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Planification des communications	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Gestion des communications	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Communications internes	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Réponses à des demandes de renseignements	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Service de conférenciers	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Rédaction et édition en anglais	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Rédaction et édition en français	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Expositions	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9

TYPE DE SERVICE	ASPECT	TRES PEU SAT.	PEU SAT.	MOD. SAT.	SAT.	TRES SAT.	NSP PDR
Audio-visuels	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Services de publications	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Diffusion des publications	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9
Rédaction de discours	Qual. des services	1	2	3	4	5	9
	Ponct. des services	1	2	3	4	5	9
	Qual. des conseils	1	2	3	4	5	9

7. Avez-vous d'autres commentaires concernant votre degré de satisfaction de certains services en particulier (INDIQUER LE SERVICE CONCERNÉ)

_____

_____

_____

_____

8. Vous arrive-t-il d'avoir à prendre les choses en main plutôt que de faire appel au service des communications? Si "oui", pourquoi?

_____

_____

_____

9. Pensez-vous que les Communications aient, la plupart du temps, une attitude proactive (c'est-à-dire qu'elles prennent les initiatives nécessaires à la création du produit) ou réactives (c'est-à-dire qu'elles se contentent de répondre à des demandes). Utilisez une échelle d'évaluation de 5 points où 1 correspond à l'attitude la plus proactive.

SURTOUT PROACTIVE				SURTOUT RÉACTIVE
1	2	3	4	5

Expliquez le pourquoi de ce jugement.

_____

_____

_____

10. La Direction générale des communications vous aide-t-elle à définir vos besoins en communications ou se limite-t-elle à prendre votre commande?

_____ aide à définir les besoins _____ prend la commande _____ les deux

11. Savez-vous dans quelle mesure vos propres besoins en communications s'inscrivent dans la direction générale suivie par le Ministère?

_____ oui _____ non Expliquez SVP:_____

_____

_____

12. Est-ce qu'un représentant de la Direction générale des communications participe aux réunions de gestion de votre service?

_____ à chaque réunion _____ la plupart du temps _____ parfois _____ rarement _____ jamais

13. La Direction générale des communications vous fournit-elle suffisamment de renseignements par les voies officielles sur les points suivants?

	Oui	Non
Services mis à votre disposition par les Communications	___	___
Procédures à suivre pour utiliser ces services de manière efficace et en temps opportun	___	___
Personne(s) contact(s) pour les différents types de besoins en communications	___	___

14. Lorsque vous discutez de vos services de publication, d 'expositions, d'audio-visuel, de photographie, etc. avec les Communications, les avis et les conseils qu'il vous fournissent vous satisfont-ils? Utilisez la même échelle de cinq points que précédemment, où 1 signifie que vous êtes très peu satisfait.

NATURE DES CONSEILS	DEGRÉ DE SATISFACTION Très peu satisfait				Très satisfait	PAS DE RÉP.
Évaluation des besoins	1	2	3	4	5	9
Définition de l'audience cible	1	2	3	4	5	9
Identification de solutions de rechange	1	2	3	4	5	9
Exigences de présentation	1	2	3	4	5	9
Production et approbations	1	2	3	4	5	9
Distribution	1	2	3	4	5	9

15a) Dans quelle mesure la Direction générale des communications vous tient-elle au courant de l'avancement des projets qu'elle a entrepris pour vous?

_____ à chaque fois _____ la plupart du temps _____ parfois _____ rarement _____ jamais

15b) Comment êtes-vous tenu au courant?

_____

_____

_____

16a) La Direction générale des communications vous demande-t-elle régulièrement d'évaluer votre satisfaction des services et des produits qu'elle vous fournit?

_____ à chaque fois _____ la plupart du temps _____ parfois _____ rarement _____ jamais

16b) Quelle forme prend cette évaluation?

_____

_____

_____

17a) Des mesures appropriées sont-elles prises lorsque vous vous déclarez insatisfaits des résultats?

_____ à chaque fois _____ la plupart du temps _____ parfois _____ rarement _____ jamais

17b) Quel type de mesures sont prises lorsque vous vous déclarez insatisfait?

_____

_____

_____

18a) Selon vous, la Direction générale des communications dispose-t-elle <u>à l'heure actuelle</u> des ressources suffisantes (budget de fonctionnement, A.-P., qualité du personnel) pour mener à bien les tâches et responsabilités qui lui ont été attribuées aux différents niveaux?

	Oui	Non	Ne sait pas
Ministère	1	2	3
Services	1	2	3
Régions	1	2	3

18b) Pourriez-vous préciser votre réponse?

_____

_____

19a) La structure organisationnelle de la Direction générale des communications répond-elle de manière satisfaisante aux besoins actuels et aux tâches à effectuer pour votre service?

Oui 1

Non 2

Ne sait pas 3

19b) Pourquoi?

_____

_____

_____

_____

20. selon vous, quelle serait la structure la plus logique des communications dans votre Ministère? (DEMANDER A LA PERSONNE D'ESQUISSER UN SCHÉMA DE LA STRUCTURE OPTIMALE)

_____

_____

_____

_____

21. Selon vous, le 'Plan vert" influencera-t-il les objectifs et les activités de communications? Si oui, dans quelle mesure?

(Influence) : _____

_____

_____

_____

22a) Selon vous, les ressources en $ et en A.-P., les structures, la qualité du personnel et la gestion de la Direction générale des communications suffiront-ils à répondre aux besoins futurs ? (LIRE LA LISTE)

	Oui	Non	NSP
Ressources	1	2	9
- en $	1	2	9
- en A.-P.	1	2	9
Structures	1	2	9
Qualité du personnel	1	2	9
Gestion	1	2	9

22b) (SI NON) Pourriez-vous expliquer pourquoi?

_____

_____

_____

23. Les communications sont-elles plus efficaces maintenant qu'elles ne l'étaient par le passé?

_____

_____

_____

_____

24. Voudriez-vous faire d'autres commentaires sur l'organisation de la Direction générale des communications?

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MERCI

APPENDIX D

Survey Questionnaire

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Environment Canada | **Environnement Canada**

Evaluation Branch | **Direction de l'évaluation**

MEMORANDUM **NOTE DE SERVICE**

To/À

Distribution

From/De

Director/Directeur
PVM, 6th floor/étage
Tel. (819) 997-6896

Security-Class -Sécurité
Our file - N /Référence
Your file -V /Référence
Date 1990.06.07

OBJET: Évaluation des services de communications d'Environnement Canada

SUBJECT: Evaluation of Environment Canada Communications

La fonction Communications D'Environnement Canada fait actuellement l'objet d'une étude confiée à la Société D.R.Harley Consultants Ltd., qui a préparé le questionnaire ci-joint.

The evaluation of Environment Canada's Communications function is nov being undertaken by D.R.Harley Consultants Ltd., who have prepared the enclosed questionnaire.

Nous pensons que votre opinion serait très utile pour cette étude je voudrais donc vous demander de consacrer quelques minutes de votre temps à remplir ce questionnaire. Pouvez-vous le renvoyer à nos consultants avant le 22 juin, sans signature, dans l'enveloppe ci-jointe.

As your own views would be of considerable value, I am writing to ask you to take a few minutes to complete the questionnaire and return it to the consultants by 22 June, unsigned, in the envelope provided.

Si vous avez des questions au sujet de ce questionnaire, je vous prie vous addresser à l'un des chefs d'équipe du projet, Mary Metcalfe ou Dale Harley, au (613) 236-8481.

If you have any questions, Mary Metcalfe or Dale Harley, the project team leaders, will be glad to answer them. They can be reached at (613) 236-8481.

Je vous remercie à l'avance de votre coopération.

Thank you very much for your cooperation.

Le directeur,

P.R.W.Gore
Director

cc: D.R.Harley Consultants Ltd.

COMMUNICATIONS SURVEY

A. On the five point scale provided, please circle the number that BEST describes the extent to which you agree or disagree with the following statements regarding the PROGRAM RATIONALE of Communications.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
A1. Communications has clear, written statements of its overall objectives (ie. mission or mandate) which are understood by most staff.	5	4	3	2	1	9
A2. Communication's mandate is now more clearly focussed than it used to be.	5	4	3	2	1	9
A3. Statements of Communications' mandate and the reality of what is done are two different things.	5	4	3	2	1	9
A4. Communications efforts are influenced more by political demands than the needs of service areas.	5	4	3	2	1	9
A5. The Green Plan will impact on what Communications does and how it is done.	5	4	3	2	1	9
A6. My own work unit has recognized procedures for comparing results with its objectives.	5	4	3	2	1	9
A7. Our work is more proactive (taking initiatives) than reactive (responding to needs as they arise).	5	4	3	2	1	9

A8. Please provide any comments you may have regarding **PROGRAM RATIONALE**. Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

B. On the five point scale provided, please circle the number which BEST describes the extent to which you agree or disagree with the following statements regarding the **OBJECTIVES ACHIEVEMENT** with which services of the Communications Directorate are provided.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
B1. Generally, Communications is effective in meeting the tasks assigned to it.	5	4	3	2	1	9
B2. Communications provides services and products of value of Environment Canada.	5	4	3	2	1	9
B3. The demands on Communications are more than can be effectively met by existing resources.	5	4	3	2	1	9
B4. Communications spends too much time putting out bush fires and not enough attending to overall objectives.	5	4	3	2	1	9
B5. Processes exist for Communications to participate in the identification of the communications needs and strategies of the services.	5	4	3	2	1	9
B6. Opportunity exists for consultation with clients during the development and delivery of their communications requirements.	5	4	3	2	1	9
B7. It is important to have measures of how well Communications is carrying out its work.	5	4	3	2	1	9
B8. Communications is most effective at the:						
- Corporate Level	5	4	3	2	1	9
- Service Level	5	4	3	2	1	9
- Regional Level	5	4	3	2	1	9

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
B9. Many problems in Communications could be avoided by better planning by Communications.	5	4	3	2	1	9
B10. Many problems in Communications could be avoided by better planning by services.	5	4	3	2	1	9

B11. Please provide any comments you may have regarding **OBJECTIVES ACHIEVEMENT**. Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

C. On the five point scale, please circle the number that BEST describes the extent to which you agree or disagree with the following statements regarding **ORGANIZATIONAL STRUCTURE AND RESOURCES.**

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
C1. Roles and responsibilities outlined in my job description with respect to communications are consistent with the work I perform.	5	4	3	2	1	9
C2. I have a clear understanding of major activities performed by Communications at the:						
- Corporate Level	5	4	3	2	1	9
- Service Level	5	4	3	2	1	9
- Regional Level	5	4	3	2	1	9
C3. Communications has sufficient resources to carry out its assigned tasks at the:						
- Corporate Level	5	4	3	2	1	9
- Service Level	5	4	3	2	1	9
- Regional Level	5	4	3	2	1	9
C4. Existing Communications resources are used in an optimal fashion to meet Environment Canada's objectives.	5	4	3	2	1	9
C5. The existing Communications structure makes sense in terms of division of roles and responsibilities.	5	4	3	2	1	9

C6. Please provide any comments you may have regarding **ORGANIZATIONAL STRUCTURE AND RESOURCES.** Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

D. Using the five point scale provided, please circle the number which BEST describes the extent to which you agree or disagree with the following statements regarding **PROCEDURES AND RESPONSIBILITIES.**

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
D1. The work in the various units of Communications is well coordinated.	5	4	3	2	1	9
D2. Communications encourages creativity and innovation among its staff.	5	4	3	2	1	9
D3. Responsibilities for Communications throughout the department are clearly documented.	5	4	3	2	1	9
D4. Procedures for producing communications outputs and services are clearly documented.	5	4	3	2	1	9
D5. Communications and the services work closely together to plan and produce communications outputs.	5	4	3	2	1	9
D6. There is an atmosphere within Communications which encourages suggestions and allows for putting them into practice.	5	4	3	2	1	9
D7. The current methods of budget allocation and control within Communications are reasonable.	5	4	3	2	1	9
D8. Management systems (budget reporting, data on outputs, etc.) are sufficient for my needs.	5	4	3	2	1	9

D9. Please provide any comments you may have regarding **PROCEDURES AND RESPONSIBILITIES.** Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

E. Using the five point scale provided, please circle the number that BEST describes the extent to which you agree or disagree with the following statements regarding **IMPACTS AND EFFECTS** of Communications.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
E1. Communications takes responsibility for the effectiveness of its outputs and services.	5	4	3	2	1	9
E2. Clients could be making more effective use of the outputs and services of Communications.	5	4	3	2	1	9
E3. The outputs and services of the Communications Directorate effectively support the strategic direction of the Department.	5	4	3	2	1	9
E4. Communications clearly demonstrates the effectiveness of its outputs and services.	5	4	3	2	1	9

E5. Please provide any additional comments you may have regarding the **IMPACTS AND EFFECTS** of Communications. Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

_____

_____

_____

F. Using the five point scale provided, please circle the number that BEST describes the extent to which you agree or disagree with the following statements regarding **COMMUNICATIONS AND INTERACTION**.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
F1.	Formal communications within the Communications Directorate provides adequate information regarding objectives and activities.	5	4	3	2	1	9
F2.	There is adequate communication and interaction between various work units of the Communications Directorate.	5	4	3	2	1	9
F3.	People here rely more on the grapevine than official communication channels for keeping informed about what is going on.	5	4	3	2	1	9
F4.	There is a good sense of cooperation and sharing of a common goal between Communications and its client groups.	5	4	3	2	1	9
F5.	Client groups have a clear understanding of what Communications does.	5	4	3	2	1	9

F6. Please provide any comments you may have regarding **COMMUNICATIONS AND INTERACTION**. Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

G. Using the five point scale provided, please circle the number which BEST describes the extent to which you agree or disagree with the following statements regarding the **FUTURE DIRECTION** of **ENVIRONMENT CANADA**.

		Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
G1.	I have a clear understanding of what direction Environment Canada is taking.	5	4	3	2	1	9
G2.	I will require further training in order to carry out future responsibilities.	5	4	3	2	1	9
G3.	The Green Plan will affect the way in which Communications carries out its work.	5	4	3	2	1	9
G4.	The Communications Directorate will require additional resources (whether PY's or contract) in order to carry out its future role.	5	4	3	2	1	9

G5. Please provide any comments you may have regarding the **FUTURE DIRECTION** of **ENVIRONMENT CANADA**. Should you have concerns or problems, provide suggestions for solutions. (Use extra paper as necessary and attach).

H. Where are you located within Environment Canada?

Communications Directorate

_____ Corporate Communications

_____ Services

_____ Regional

Non-Communications Directorate

_____ C & P

_____ Parks

_____ AES

_____ Policy

_____ Finance and Administration

_____ Other

I. Please provide any additional comments you might have.

_____

_____

_____

_____

_____

THANK YOU

ENQUETE SUR LES COMMUNICATIONS

A. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur les **PRINCIPES DE BASE DU PROGRAMME** des Communications

	Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
A1. Les Communications ont établi, pour leurs objectifs généraux (mission ou mandat), des énoncés rédigés de manière claire et compris de la majorité du personnel.	5	4	3	2	1	9
A2. Le mandat des Communications est actuellement mieux cerné que par le passé.	5	4	3	2	1	9
A3. L'énoncé du mandat des Communications ne reflète pas la réalité.	5	4	3	2	1	9
A4. Les efforts des Communications sont plus influencés par des exigences d'ordre politique que par des nécessités de service.	5	4	3	2	1	9
A5. Le Plan Vert aura des conséquences sur ce que font les Communications et sur leur manière de le faire.	5	4	3	2	1	9
A6. Mon unité de travail dispose de procédures reconnues permettant de comparer nos résultats avec nos objectifs.	5	4	3	2	1	9
A7. Notre travail est plus de type proactif (prise d'initiatives) que réactif (réponse aux besoins au fur et à mesure qu'ils se manifestent)	5	4	3	2	1	9

A8. Pouvez-vous nous faire part de vos commentaires concernant les **PRINCIPES DE BASE DU PROGRAMME**. Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

_____

_____

_____

B. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur la **RÉALISATION DES OBJECTIFS** de la Direction générale des Communications.

	Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
B1. En général, les Communications exécutent de manière efficace les tâches qui lui sont confiées.	5	4	3	2	1	9
B2. Les Communications fournissent des produits et services utiles à Environnement Canada.	5	4	3	2	1	9
B3. Les demandes faites aux Communications dépassent ce que ses ressources actuelles lui permettent d'accomplir de manière efficace.	5	4	3	2	1	9
B4. Les Communications passent trop de temps à parer au plus pressé et pas assez de temps à se consacrer à leurs objectifs globaux.	5	4	3	2	1	9
B5. Il existe des processus permettant aux Communications de participer à l'identification des besoins et des stratégies de communication des services.	5	4	3	2	1	9
B6. Il y a des possibilités de consultation avec les clients pendant l'élaboration et la réalisation de leurs produits de communication.	5	4	3	2	1	9
B7. Il est important de disposer de moyens de mesurer l'efficacité du travail des Communications.	5	4	3	2	1	9
B8. Les Communications donnent leur maximum d'efficacité au niveau						
- du Ministère	5	4	3	2	1	9
- des Services	5	4	3	2	1	9
- des Régions	5	4	3	2	1	9

	Tout à fait d'accord	D'accord	Moyenne-ment d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
B9. De nombreux problèmes de communications pourraient être évités si les Communications avaient une meilleure planification.	5	4	3	2	1	9
B10. De nombreux problèmes de communications pourraient être évités si les services avaient une meilleure planification.	5	4	3	2	1	9

B11. Pouvez-vous nous faire part de vos commentaires concernant la **RÉALISATION DES OBJECTIFS**. Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

_____

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_____

C. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur LA STRUCTURE ET LES RESSOURCES ORGANISATIONNELLES de la Direction générale des Communications.

	Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
C1. Les rôles et responsabilités indiqués dans ma description de tâches et relatives aux communications correspondent aux tâches que j'exécute.	5	4	3	2	1	9
C2. Je comprend clairement en quoi consistent les activités principales des Communications au niveau						
- du Ministère	5	4	3	2	1	9
- des Services	5	4	3	2	1	9
- des Régions	5	4	3	2	1	9
C3. Les Communications disposent des ressources nécessaires pour effectuer leur Tâche au niveau						
- du Ministère	5	4	3	2	1	9
- des Services	5	4	3	2	1	9
- des Régions	5	4	3	2	1	9
C4. Les ressources existantes sont utilisées de manière optimale pour répondre aux besoins d'Environnement Canada	5	4	3	2	1	9
C5. La structure existante de répartition des rôles et des responsabilité au sein des Communications est raisonnable.	5	4	3	2	1	9

C6. Pouvez-vous nous faire part de vos commentaires concernant LA STRUCTURE ET LES RESSOURCES ORGANISATIONNELLES. Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

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D. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur **LES PROCÉDURES ET LES RESPONSABILITÉS.**

		Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
D1.	Il existe une bonne coordination du travail entre les différentes unités des Communications.	5	4	3	2	1	9
D2.	Les Communications encouragent les membres de leur personnel à faire preuve de créativité et d'imagination.	5	4	3	2	1	9
D3.	Les responsabilités de communication sont clairement explicitées dans tout le Ministère.	5	4	3	2	1	9
D4.	Les procédures de production des produits et services de communication sont clairement explicitées.	5	4	3	2	1	9
D5.	Les Communications travaillent en étroite collaboration avec les services pour planifier et réaliser les produits de communication.	5	4	3	2	1	9
D6.	Il règne aux Communications une atmosphère qui encourage les suggestions et permet leur mise en pratique.	5	4	3	2	1	9
D7.	Les méthodes actuelles de répartition et de contrôle du budget au sein des Communications sont raisonnables.	5	4	3	2	1	9
D8.	Les systèmes de gestion (rapports de budget, données sur la production, etc.) suffisent à nos besoins.	5	4	3	2	1	9

D9. Pouvez-vous nous faire part de vos commentaires concernant **LES PROCÉDURES ET LES RESPONSABILITÉS**. Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

_____

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_____

E. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur **LES IMPACTS ET LES EFFETS** des Communications.

		Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
E1.	Les Communications sont responsables de l'efficacité de leurs produits et services.	5	4	3	2	1	9
E2.	Les clients devraient utiliser les produits et services des Communications de manière plus efficace.	5	4	3	2	1	9
E3.	Les produits et services de la Direction générale des communications apportent un appui efficace aux orientations stratégiques du Ministère.	5	4	3	2	1	9
E4.	Les Communications fournissent une preuve éclatante de l'efficacité de leurs produits et services.	5	4	3	2	1	9

E5. Pouvez-vous nous faire part de vos commentaires concernant **LES IMPACTS ET LES EFFETS** des communications. Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

_____

_____

_____

F. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur **LES COMMUNICATIONS ET L'INTERACTION.**

		Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
F1.	Les communications internes de la Direction générale des communications fournissent de manière formelle des informations adéquates sur les objectifs et les activités de la Direction.	5	4	3	2	1	9
F2.	Les communications et l'interaction entre les différentes unités de travail des Communications sont adéquates	5	4	3	2	1	9
F3.	Les gens ici se fient plus au bouche à oreille qu'aux voies de communication officielles pour se tenir au courant	5	4	3	2	1	9
F4.	Les unités qui travaillent en collaboration ont un bon sens de la coopération et du partage d'un objectif commun.	5	4	3	2	1	9
F5.	Les groupes clients comprennent bien le rôle des communications.	5	4	3	2	1	9

F6. Pouvez-vous nous faire part de vos commentaires concernant **LES COMMUNICATIONS ET L'INTERACTION.** Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

_____

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G. En vous servant de l'échelle d'évaluation à cinq points, pouvez-vous entourer la valeur qui correspond le MIEUX à votre degré d'accord ou de désaccord avec les déclarations suivantes sur **LES ORIENTATIONS FUTURES d' ENVIRONNEMENT CANADA.**

		Tout à fait d'accord	D'accord	Moyennement d'accord	Pas d'accord	Pas du tout d'accord	Ne sait pas/Sans objet
G1.	Je comprends clairement dans quelle direction s'oriente Environnement Canada.	5	4	3	2	1	9
G2.	Il me faudra subir une formation supplémentaire pour exercer mes futures responsabilités.	5	4	3	2	1	9
G3.	Le Plan Vert aura une influence sur la manière dont les Communications effectuent leur travail.	5	4	3	2	1	9
G4.	La Direction générale des communications aura besoin de ressources supplémentaires (A-P ou contrats) pour effectuer les tâches qui lui ont été attribuées.	5	4	3	2	1	9

G5. Pouvez-vous nous faire part de vos commentaires concernant **LES IMPACTS ET LES EFFETS** des communications. Si vous avez des préoccupations ou des problèmes, fournissez des suggestions de solutions. (Si nécessaire, inscrivez vos commentaires sur une feuille jointe à la présente.)

_____

_____

_____

H. Dans quel service d'Environnement Canada travaillez-vous?

Direction générale des communications

_____ Communications du Ministère

_____ Communications des Services

_____ Communications des Régions

Direction générale autre que celle des communications

Conservation et Protection

Parcs

SEA

Politiques

Finances et Administration

Autre

I. Désirez-vous faire d'autres commentaires? Si oui, pouvez-vous les inscrire ci-dessous :

_____

_____

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MERCI

APPENDIX E

Survey Tables

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QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
PROGRAM RATIONALE							
A1. Communications has clear, written statements of its overall objectives (ie. mission or mandate) which are understood by most staff.	2.3	2.1	1.8	2.4	2.2	2.8	3.0
A2. Communication's mandate is now more clearly focussed than it used to be.	2.5	2.4	2.4	2.6	3.0	2.4	2.0
A3. Statements of Communication's mandate and the reality of what is done are two different things.	3.6	3.4	4.0	3.7	3.8	3.6	3.5
A4. Communications efforts are influenced more by political demands than the needs of service areas.	4.0	3.9	4.2	4.1	3.8	3.8	4.7
A5. The Green Plan will impact on what communications does and how it is done.	4.0	4.1	3.4	4.1	3.8	4.1	4.0
A6. My own work unit has recognized procedures for comparing results with its objectives.	2.9	2.1	3.0	3.0	3.2	3.3	4.0
A7. Our work is more proactive (taking initiatives) than reactive (responding to needs as they arise).	2.7	2.3	2.4	2.6	3.8	2.9	3.7

SCALE:
5 = Strongly Agree
4 = Agree
3 = Neither/Nor
2 = Disagree
1 = Strongly Disagree

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
OBJECTIVES ACHIEVEMENT							
B1. Generally, Communications is effective in meeting the tasks assigned to it.	3.2	3.2	3.2	3.3	3.5	2.7	3.5
B2. Communications provides services and products of value of Environment Canada.	3.7	3.9	4.0	3.5	3.8	3.4	4.0
B3. The demands on Communications are more than can be effectively met by existing resources.	4.1	4.3	4.5	5.0	2.8	3.1	4.0
B4. Communications spends too much time putting out bush fires and not enough attending to overall objectives.	4.1	4.3	4.4	4.3	3.7	3.4	4.3
B5. Processes exist for Communications to participate in the identification of the communications needs and strategies of the services.	3.5	3.5	3.5	3.2	3.4	4.0	4.0
B6. Opportunity exists for consultation with clients during the development and delivery of their communications requirements.	3.8	3.9	3.4	3.5	3.8	4.1	4.0
B7. It is important to have measures of how well Communications is carrying out its work.	4.5	4.6	4.4	4.7	4.2	4.4	4.3

SCALE:
5 = Strongly Agree
4 = Agree
3 = Neither/Nor
2 = Disagree
1 = Strongly Disagree

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
OBJECTIVES ACHIEVEMENT							
B8. Communications is most effective at the: - Corporate level	2.9	3.0	1.8	2.4	3.0	3.2	4.5
- Service level	3.0	3.4	3.8	2.1	2.7	3.0	3.7
- Regional level	3.5	3.8	3.6	3.4	3.5	3.6	3.0
B9. Many problems in Communications could be avoided by better planning by Communications.	4.0	4.5	4.2	3.5	3.7	4.1	3.3
B10. Many problems in Communications could be avoided by better planning by services.	3.9	4.1	4.0	3.8	3.8	4.0	3.3

SCALE:
5 = Strongly Agree
4 = Agree
3 = Neither/Nor
2 = Disagree
1 = Strongly Disagree

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
ORGANIZATIONAL STRUCTURE AND RESOURCES							
C1. Roles and responsibilities outlined in my job description with respect to communications are consistent with the work I perform.	3.0	2.5	3.0	3.0	3.0	4.0	3.3
C2. I have a clear understanding of major activities performed by Communications at the: - Corporate level	2.9	2.8	2.6	3.3	2.7	2.8	4.0
- Service level	3.3	2.8	4.0	3.7	2.7	3.4	3.7
- Regional level	3.5	2.9	3.4	4.2	3.0	3.6	4.0
C3. Communications has sufficient resources to carry out its assigned tasks at the: - Corporate level	2.7	2.3	3.8	2.6	3.6	2.5	3.0
- Service level	2.4	2.3	2.8	2.0	3.6	2.2	2.3
- Regional level	2.1	2.2	1.8	1.4	2.8	2.8	1.0
C4. Existing Communications resources are used in an optimal fashion to meet Environment Canada's objectives.	2.4	2.8	1.8	1.9	2.8	2.6	2.7
C5. The existing Communications structure makes sense in terms of division of roles and responsibilities.	2.4	2.5	1.8	2.6	2.8	2.0	2.0
SCALE: 5 = Strongly Agree 4 = Agree 3 = Neither/Nor 2 = Disagree 1 = Strongly Disagree							

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
PROCEDURES AND RESPONSBILITIES							
D1. The work in the various units of Communications is well coordinated.	2.0	1.9	1.6	1.9	2.6	2.1	2.5
D2. Communications encourages creativity and innovation among its staff.	2.5	2.6	2.2	2.0	3.3	2.3	4.0
D3. Responsibilities for Communications throughout the department are clearly documented.	1.9	1.8	1.8	1.8	2.2	1.8	2.0
D4. Procedures for producing communications outputs and services are clearly documented.	2.2	2.1	1.6	2.8	2.3	2.0	2.0
D5. Communications and the services work closely together to plan and produce communications outputs.	2.7	2.8	2.8	2.7	3.0	2.3	3.0
D6. There is an atmosphere within Communications which encourages suggestions and allows for putting them into practice.	2.5	2.3	2.6	2.4	3.0	2.3	3.0
D7. The current methods of budget allocation and control within Communications are reasonable.	2.4	2.5	2.0	2.2	3.0	2.7	3.0
D8. Management systems (budget reporting, data on outputs, etc.) are sufficient for my needs.	2.7	2.7	2.8	2.4	2.4	3.0	3.0

SCALE:
5 = Strongly Agree
4 = Agree
3 = Neither/Nor
2 = Disagree
1 = Strongly Disagree

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
IMPACTS AND EFFECTS							
E1. Communications takes responsibility for the effectiveness of its outputs and services.	3.4	3.9	3.6	3.6	3.2	2.2	4.0
E2. Clients could be making more effective use of the outputs and services of Communications.	3.8	4.3	3.2	3.9	3.8	3.6	4.0
E3. The outputs and services of the Communications Directorate effectively support the strategic direction of the Department.	3.1	3.0	3.0	3.4	3.4	3.0	3.7
E4. Communications clearly demonstrates the effectiveness of its outputs and services.	2.4	2.5	2.8	2.4	2.4	1.9	3.0

SCALE:
5 = Strongly Agree
4 = Agree
3 = Neither/Nor
2 = Disagree
1 = Strongly Disagree

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
COMMUNICATIONS AND INTERACTION							
F1. Formal communications within the Communications Directorate provides adequate information regarding objectives and activities.	2.3	1.9	2.4	2.5	2.8	2.4	4.0
F2. There is adequate communication and interaction between various work units of the Communications Directorate.	1.8	1.7	1.4	1.8	2.3	2.0	N/A
F3. People here rely more on the grapevine than official communication channels for keeping informed about what is going on.	3.7	4.1	3.4	3.5	3.4	4.1	3.0
F4. There is a good sense of cooperation and sharing of a common goal between Communications and its client groups.	2.3	2.1	2.2	1.9	2.8	2.6	2.3
F5. Client gorups have a clear understanding of what Communication does.	2.1	1.9	2.3	1.7	2.5	2.2	3.3
SCALE: 5 = Strongly Agree 4 = Agree 3 = Neither/Nor 2 = Disagree 1 = Strongly Disagree							

QUESTION	OVERALL	CORPORATE COMM.	SERVICES	REGIONAL	C & P	PARKS	AES
FUTURE DIRECTION OF ENVIRONMENT CANADA							
G1. I have a clear understanding of what direction Environment Canada is taking.	3.1	2.8	2.8	2.9	3.7	3.5	3.7
G2. I will require further training in order to carry out future responsibilities.	3.2	3.3	4.2	3.2	2.8	3.0	3.0
G3. The Green Plan will affect the way in which Communications carries out its work.	3.9	4.1	3.2	3.7	3.8	3.8	3.5
G4. The Communications Directorate will require additional resources (whether PY's or contract) in order to carry out its future role.	4.2	4.4	4.2	4.8	3.0	3.3	3.7

SCALE:
5 = Strongly Agree
4 = Agree
3 = Neither/Nor
2 = Disagree
1 = Strongly Disagree

Q41 OBJECTIVES UNDERSTOOD BY STAFF

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	11	20.0	22.0	22.0
DISAGREE	2	23	41.8	46.0	68.0
NEUTRAL	3	8	14.5	16.0	84.0
AGREE	4	7	12.7	14.0	98.0
STRONGLY AGREE	5	1	1.8	2.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.280

Valid Cases 50 Missing Cases 5

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Q42 MANDATE MORE CLEARLY FOCUSED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	12	21.8	26.1	26.1
DISAGREE	2	11	20.0	23.9	50.0
NEUTRAL	3	10	18.2	21.7	71.7
AGREE	4	8	14.5	17.4	89.1
STRONGLY AGREE	5	5	9.1	10.9	100.0
DK-NA	9	9	16.4	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.500

Valid Cases 46 Missing Cases 9

QA3 MANDATE & REALITY ARE DIFFERENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	2	3.6	4.3	4.3
DISAGREE	2	5	9.1	10.6	14.9
NEUTRAL	3	11	20.0	23.4	38.3
AGREE	4	22	40.0	46.8	85.1
STRONGLY AGREE	5	7	12.7	14.9	100.0
DK-NA	9	8	14.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.574

Valid Cases 47 Missing Cases 8

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QA4 COMM INFLUENCED BY POLITICS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	2	3.6	3.7	3.7
DISAGREE	2	4	7.3	7.4	11.1
NEUTRAL	3	7	12.7	13.0	24.1
AGREE	4	22	40.0	40.7	64.8
STRONGLY AGREE	5	19	34.5	35.2	100.0
DK-NA	9	1	1.8	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.963

Valid Cases 54 Missing Cases 1

QA5 GREEN PLAN WILL IMPACT ON COMM

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DISAGREE	2	4	7.3	8.2	8.2
NEUTRAL	3	7	12.7	14.3	22.4
AGREE	4	25	45.5	51.0	73.5
STRONGLY AGREE	5	13	23.6	26.5	100.0
DK-NA	9	6	10.9	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.959

Valid Cases 49 Missing Cases 6

QA6 WORK UNIT HAS PROCEDURES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	9	16.4	17.6	17.6
DISAGREE	2	12	21.8	23.5	41.2
NEUTRAL	3	10	18.2	19.6	60.8
AGREE	4	16	29.1	31.4	92.2
STRONGLY AGREE	5	4	7.3	7.8	100.0
DK-NA	9	4	7.3	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.882

Valid Cases 51 Missing Cases 4

BA7 WORK PROACTIVE THAN REACTIVE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	10	18.2	18.5	18.5
DISAGREE	2	16	29.1	29.6	48.1
NEUTRAL	3	9	16.4	16.7	64.8
AGREE	4	16	29.1	29.6	94.4
STRONGLY AGREE	5	3	5.5	5.6	100.0
DK-NA	9	1	1.8	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.741

Valid Cases 54 Missing Cases 1

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BB1 COMM IS EFFECTIVE IN MEETING TASK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	2	3.6	4.0	4.0
DISAGREE	2	12	21.8	24.0	28.0
NEUTRAL	3	12	21.8	24.0	52.0
AGREE	4	23	41.8	46.0	98.0
STRONGLY AGREE	5	1	1.8	2.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.180

Valid Cases 50 Missing Cases 5

QB2 COMM SERVICES-PRODUCTS OF VALUE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	1	1.8	1.9	1.9
DISAGREE	2	3	5.5	5.8	7.7
NEUTRAL	3	12	21.8	23.1	30.8
AGREE	4	29	52.7	55.8	86.5
STRONGLY AGREE	5	7	12.7	13.5	100.0
DK-NA	9	3	5.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.731

Valid Cases 52 Missing Cases 3

QB3 DEMAND ON COMM EXCEEDS RESOURCES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	1	1.8	2.1	2.1
DISAGREE	2	5	9.1	10.6	12.8
NEUTRAL	3	10	18.2	21.3	34.0
AGREE	4	3	5.5	6.4	40.4
STRONGLY AGREE	5	28	50.9	59.6	100.0
DK-NA	9	8	14.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 4.106

Valid Cases 47 Missing Cases 8

Q84 TOO MUCH TIME ON BUSH FIRES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DISAGREE	2	5	9.1	10.0	10.0
NEUTRAL	3	7	12.7	14.0	24.0
AGREE	4	15	27.3	30.0	54.0
STRONGLY AGREE	5	23	41.8	46.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 4.120

Valid Cases 50 Missing Cases 5

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Q85 PROCESS FOR COMM NEEDS & SERVICES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	3	5.5	6.4	6.4
DISAGREE	2	2	3.6	4.3	10.6
NEUTRAL	3	12	21.8	25.5	36.2
AGREE	4	25	45.5	53.2	89.4
STRONGLY AGREE	5	5	9.1	10.6	100.0
DK-NA	9	8	14.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.511

Valid Cases 47 Missing Cases 8

QB6 OPPORTUNITY FOR CLIENT CONSULTATI

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DISAGREE	2	2	3.6	4.0	4.0
NEUTRAL	3	10	18.2	20.0	24.0
AGREE	4	33	60.0	66.0	90.0
STRONGLY AGREE	5	5	9.1	10.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.820

Valid Cases 50 Missing Cases 5

QB7 MEASURES FOR CARRYING OUT WORK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NEUTRAL	3	2	3.6	3.8	3.8
AGREE	4	23	41.8	43.4	47.2
STRONGLY AGREE	5	28	50.9	52.8	100.0
DK-NA	9	2	3.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 4.491

Valid Cases 53 Missing Cases 2

QB8A COMM IS EFFECTIVE AT CORP LEVEL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	6	10.9	14.6	14.6
DISAGREE	2	15	27.3	36.6	51.2
NEUTRAL	3	5	9.1	12.2	63.4
AGREE	4	9	16.4	22.0	85.4
STRONGLY AGREE	5	6	10.9	14.6	100.0
DK-NA	9	14	25.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.854

Valid Cases 41 Missing Cases 14

QB8B COMM IS EFFECTIVE AT SERVICE LEVE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	7	12.7	15.6	15.6
DISAGREE	2	6	10.9	13.3	28.9
NEUTRAL	3	14	25.5	31.1	60.0
AGREE	4	16	29.1	35.6	95.6
STRONGLY AGREE	5	2	3.6	4.4	100.0
DK-NA	9	10	18.2	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.000

Valid Cases 45 Missing Cases 10

QB8C COMM IS EFFECTIVE AT REGIONAL LEV

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	3	5.5	6.5	6.5
DISAGREE	2	7	12.7	15.2	21.7
NEUTRAL	3	10	18.2	21.7	43.5
AGREE	4	17	30.9	37.0	80.4
STRONGLY AGREE	5	9	16.4	19.6	100.0
DK-NA	9	9	16.4	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.478

Valid Cases 46 Missing Cases 9

QB9 BETTER PLANNING BY COMMUNICATIONS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	1	1.8	2.0	2.0
DISAGREE	2	4	7.3	7.8	9.8
NEUTRAL	3	8	14.5	15.7	25.5
AGREE	4	19	34.5	37.3	62.7
STRONGLY AGREE	5	19	34.5	37.3	100.0
DK-NA	9	4	7.3	MISSING	
	TOTAL	55	100.0	100.0	

Mean 4.000

Valid Cases 51 Missing Cases 4

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QB10 BETTER PLANNING BY SERVICES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	1	1.8	1.9	1.9
DISAGREE	2	3	5.5	5.8	7.7
NEUTRAL	3	9	16.4	17.3	25.0
AGREE	4	25	45.5	48.1	73.1
STRONGLY AGREE	5	14	25.5	26.9	100.0
DK-NA	9	3	5.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.923

Valid Cases 52 Missing Cases 3

QC1 JOB DESCRIPTION SAME AS WORK DONE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	4	7.3	7.7	7.7
DISAGREE	2	18	32.7	34.6	42.3
NEUTRAL	3	5	9.1	9.6	51.9
AGREE	4	23	41.8	44.2	96.2
STRONGLY AGREE	5	2	3.6	3.8	100.0
DK-NA	9	3	5.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.019

Valid Cases 52 Missing Cases 3

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QC2A UNDERSTAND ACTIVITIES AT CORP LEV

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	6	10.9	12.2	12.2
DISAGREE	2	15	27.3	30.6	42.9
NEUTRAL	3	9	16.4	18.4	61.2
AGREE	4	15	27.3	30.6	91.8
STRONGLY AGREE	5	4	7.3	8.2	100.0
DK-NA	9	6	10.9	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.918

Valid Cases 49 Missing Cases 6

QC2B UNDERSTAND ACTIVITIES AT SERVICE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	3	5.5	6.1	6.1
DISAGREE	2	11	20.0	22.4	28.6
NEUTRAL	3	10	18.2	20.4	49.0
AGREE	4	18	32.7	36.7	85.7
STRONGLY AGREE	5	7	12.7	14.3	100.0
DK-NA	9	6	10.9	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.306

Valid Cases 49 Missing Cases 6

QC2C UNDERSTAND ACTIVITIES AT REGIONAL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	2	3.6	4.3	4.3
DISAGREE	2	10	18.2	21.7	26.1
NEUTRAL	3	8	14.5	17.4	43.5
AGREE	4	17	30.9	37.0	80.4
STRONGLY AGREE	5	9	16.4	19.6	100.0
DK-NA	9	9	16.4	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.457

Valid Cases 46 Missing Cases 9

QC3A ENOUGH RESOURCES AT CORP LEVEL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	11	20.0	27.5	27.5
DISAGREE	2	7	12.7	17.5	45.0
NEUTRAL	3	9	16.4	22.5	67.5
AGREE	4	9	16.4	22.5	90.0
STRONGLY AGREE	5	4	7.3	10.0	100.0
DK-NA	9	15	27.3	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.700

Valid Cases 40 Missing Cases 15

QC3B ENOUGH RESOURCES AT SERVICE LEVEL

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	11	20.0	26.2	26.2
DISAGREE	2	12	21.8	28.6	54.8
NEUTRAL	3	11	20.0	26.2	81.0
AGREE	4	7	12.7	16.7	97.6
STRONGLY AGREE	5	1	1.8	2.4	100.0
DK-NA	9	13	23.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.405

Valid Cases 42 Missing Cases 13

QC3C ENOUGH RESOURCES AT REGIONAL LEVE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	18	32.7	41.9	41.9
DISAGREE	2	10	18.2	23.3	65.1
NEUTRAL	3	10	18.2	23.3	88.4
AGREE	4	4	7.3	9.3	97.7
STRONGLY AGREE	5	1	1.8	2.3	100.0
DK-NA	9	12	21.8	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.070

Valid Cases 43 Missing Cases 12

QC4 RESOURCES USED IN OPTIMAL FASHION

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	13	23.6	27.1	27.1
DISAGREE	2	16	29.1	33.3	60.4
NEUTRAL	3	10	18.2	20.8	81.3
AGREE	4	6	10.9	12.5	93.8
STRONGLY AGREE	5	3	5.5	6.3	100.0
DK-NA	9	7	12.7	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.375

Valid Cases 48 Missing Cases 7

QC5 COMM STRUCTURE MAKES SENSE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	12	21.8	23.5	23.5
DISAGREE	2	21	38.2	41.2	64.7
NEUTRAL	3	8	14.5	15.7	80.4
AGREE	4	8	14.5	15.7	96.1
STRONGLY AGREE	5	2	3.6	3.9	100.0
DK-NA	9	4	7.3	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.353

Valid Cases 51 Missing Cases 4

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QD2 COMM ENCOURAGES CREATIVITY

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	11	20.0	24.4	24.4
DISAGREE	2	13	23.6	28.9	53.3
NEUTRAL	3	10	18.2	22.2	75.6
AGREE	4	11	20.0	24.4	100.0
DK-NA	9	10	18.2	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.467

Valid Cases 45 Missing Cases 10

QD3 RESPONSIBILITIES ARE DOCUMENTED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	17	30.9	32.7	32.7
DISAGREE	2	26	47.3	50.0	82.7
NEUTRAL	3	8	14.5	15.4	98.1
AGREE	4	1	1.8	1.9	100.0
DK-NA	9	3	5.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 1.865

Valid Cases 52 Missing Cases 3

QD4 PROCEDURES ARE DOCUMENTED

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	11	20.0	22.0	22.0
DISAGREE	2	25	45.5	50.0	72.0
NEUTRAL	3	7	12.7	14.0	86.0
AGREE	4	7	12.7	14.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.200

Valid Cases 50 Missing Cases 5

QD5 COMM & SERVICES WORK TOGETHER

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	6	10.9	11.8	11.8
DISAGREE	2	16	29.1	31.4	43.1
NEUTRAL	3	16	29.1	31.4	74.5
AGREE	4	12	21.8	23.5	98.0
STRONGLY AGREE	5	1	1.8	2.0	100.0
DK-NA	9	4	7.3	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.725

Valid Cases 51 Missing Cases 4

QD6 ATMOSPHERE ENCOURAGES SUGGESTIONS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	13	23.6	27.1	27.1
DISAGREE	2	10	18.2	20.8	47.9
NEUTRAL	3	15	27.3	31.3	79.2
AGREE	4	10	18.2	20.8	100.0
DK-NA	9	7	12.7	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.458

Valid Cases 48 Missing Cases 7

Q07 METHODS OF BUDGETING REASONABLE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	8	14.5	25.8	25.8
DISAGREE	2	9	16.4	29.0	54.8
NEUTRAL	3	7	12.7	22.6	77.4
AGREE	4	7	12.7	22.6	100.0
DK-NA	9	24	43.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.419

Valid Cases 31 Missing Cases 24

Q08 MANAGEMENT SYSTEMS ARE SUFFICIENT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	5	9.1	12.2	12.2
DISAGREE	2	16	29.1	39.0	51.2
NEUTRAL	3	8	14.5	19.5	70.7
AGREE	4	12	21.8	29.3	100.0
DK-NA	9	14	25.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.659

Valid Cases 41 Missing Cases 14

QE1 RESPONSIBLE FOR OUTPUTS & SERVICE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	1	1.8	2.1	2.1
DISAGREE	2	8	14.5	17.0	19.1
NEUTRAL	3	11	20.0	23.4	42.6
AGREE	4	23	41.8	48.9	91.5
STRONGLY AGREE	5	4	7.3	8.5	100.0
DK-NA	9	8	14.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.447

Valid Cases 47 Missing Cases 8

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QE2 MORE CLIENT USE OF SERVICES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DISAGREE	2	4	7.3	8.3	8.3
NEUTRAL	3	9	16.4	18.8	27.1
AGREE	4	27	49.1	56.3	83.3
STRONGLY AGREE	5	8	14.5	16.7	100.0
DK-NA	9	7	12.7	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.813

Valid Cases 48 Missing Cases 7

QE3 SERVICES SUPPORT DIRECTION OF DEP

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	2	3.6	4.0	4.0
DISAGREE	2	12	21.8	24.0	28.0
NEUTRAL	3	15	27.3	30.0	58.0
AGREE	4	19	34.5	38.0	96.0
STRONGLY AGREE	5	2	3.6	4.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.140

Valid Cases 50 Missing Cases 5

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QE4 DEMONSTRATES EFFECTIVENESS OF DUT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	7	12.7	14.0	14.0
DISAGREE	2	23	41.8	46.0	60.0
NEUTRAL	3	15	27.3	30.0	90.0
AGREE	4	5	9.1	10.0	100.0
DK-NA	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.360

Valid Cases 50 Missing Cases 5

QF1 INFO ON OBJECTIVES AND ACTIVITIES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	10	18.2	22.7	22.7
DISAGREE	2	16	29.1	36.4	59.1
NEUTRAL	3	13	23.6	29.5	88.6
AGREE	4	5	9.1	11.4	100.0
DK-NA	9	11	20.0	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.295

Valid Cases 44 Missing Cases 11

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QF2 INTERACTION BETWEEN WORK UNITS

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	15	27.3	35.7	35.7
DISAGREE	2	20	36.4	47.6	83.3
NEUTRAL	3	6	10.9	14.3	97.6
AGREE	4	1	1.8	2.4	100.0
DK-NA	9	13	23.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 1.833

Valid Cases 42 Missing Cases 13

QF3 RELY MORE ON GRAPEVINE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	3	5.5	5.9	5.9
DISAGREE	2	4	7.3	7.8	13.7
NEUTRAL	3	9	16.4	17.6	31.4
AGREE	4	22	40.0	43.1	74.5
STRONGLY AGREE	5	13	23.6	25.5	100.0
DK-NA	9	4	7.3	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.745

Valid Cases 51 Missing Cases 4

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QF4 GOOD COOPERATION WITH CLIENT GROU

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	12	21.8	22.6	22.6
DISAGREE	2	24	43.6	45.3	67.9
NEUTRAL	3	7	12.7	13.2	81.1
AGREE	4	10	18.2	18.9	100.0
DK-NA	9	2	3.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.283

Valid Cases 53 Missing Cases 2

/DRH/
D.R. Harley Consultants Limited

July 25, 1990

Mr. Phil Gibson
Deputy Director General
Communications Directorate
Environment Canada
Les Terrasses de la Chaudière
27th Floor
10 Wellington Street
Hull, Québec
K1A 0H3

Dear Mr. Gibson:

As promised, please find attached a revised copy of the Organization Evaluation Report. I've also sent a copy to Pat Gore for his review.

Please call Mary or myself if you have any comments.

Yours truly,

Dale R. Harley
Partner

DRH:mlf

Encls.

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Q34 NEED RESOURCES FOR FUTURE ROLE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
DISAGREE	2	2	3.6	4.8	4.8
NEUTRAL	3	6	10.9	14.3	19.0
AGREE	4	15	27.3	35.7	54.8
STRONGLY AGREE	5	19	34.5	45.2	100.0
DK-NA	9	13	23.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 4.214

Valid Cases 42 Missing Cases 13

QH1 BRANCH

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
CORP COMM	0	15	27.3	30.0	30.0
SERVICES	1	5	9.1	10.0	40.0
REGIONAL	2	11	20.0	22.0	62.0
O & P	3	5	10.9	12.0	74.0
PARKS	4	10	18.2	20.0	94.0
AES	5	3	5.5	6.0	100.0
REFUSED	9	5	9.1	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.000

Valid Cases 50 Missing Cases 5

Q62 REQUIRE TRAINING FOR FUTURE

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	2	3.6	4.3	4.3
DISAGREE	2	13	23.6	27.7	31.9
NEUTRAL	3	7	12.7	14.9	46.8
AGREE	4	22	40.0	46.8	93.6
STRONGLY AGREE	5	3	5.5	6.4	100.0
DK-NA	9	8	14.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.234

Valid Cases 47 Missing Cases 8

Q53 GREEN PLAN AFFECT COMM WORK

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	1	1.8	2.1	2.1
DISAGREE	2	4	7.3	8.5	10.6
NEUTRAL	3	10	18.2	21.3	31.9
AGREE	4	21	38.2	44.7	76.6
STRONGLY AGREE	5	11	20.0	23.4	100.0
DK-NA	9	8	14.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.787

Valid Cases 47 Missing Cases 8

Q75 CLIENT UNDERSTANDS WHAT COMM DOES

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	13	23.6	25.0	25.0
DISAGREE	2	25	45.5	48.1	73.1
NEUTRAL	3	11	20.0	21.2	94.2
AGREE	4	3	5.5	5.8	100.0
DK-NA	9	3	5.5	MISSING	
	TOTAL	55	100.0	100.0	

Mean 2.077

Valid Cases 52 Missing Cases 3

Q81 UNDERSTAND DIRECTION OF ENVIRONME

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
STRONGLY DISAGREE	1	5	9.1	9.4	9.4
DISAGREE	2	10	18.2	18.9	28.3
NEUTRAL	3	14	25.5	26.4	54.7
AGREE	4	22	41.8	41.4	96.1
STRONGLY AGREE	5	1	1.8	1.9	100.0
DK-NA	9	2	3.6	MISSING	
	TOTAL	55	100.0	100.0	

Mean 3.094

Valid Cases 53 Missing Cases 2